



AMERICAN
LUMBERMEN

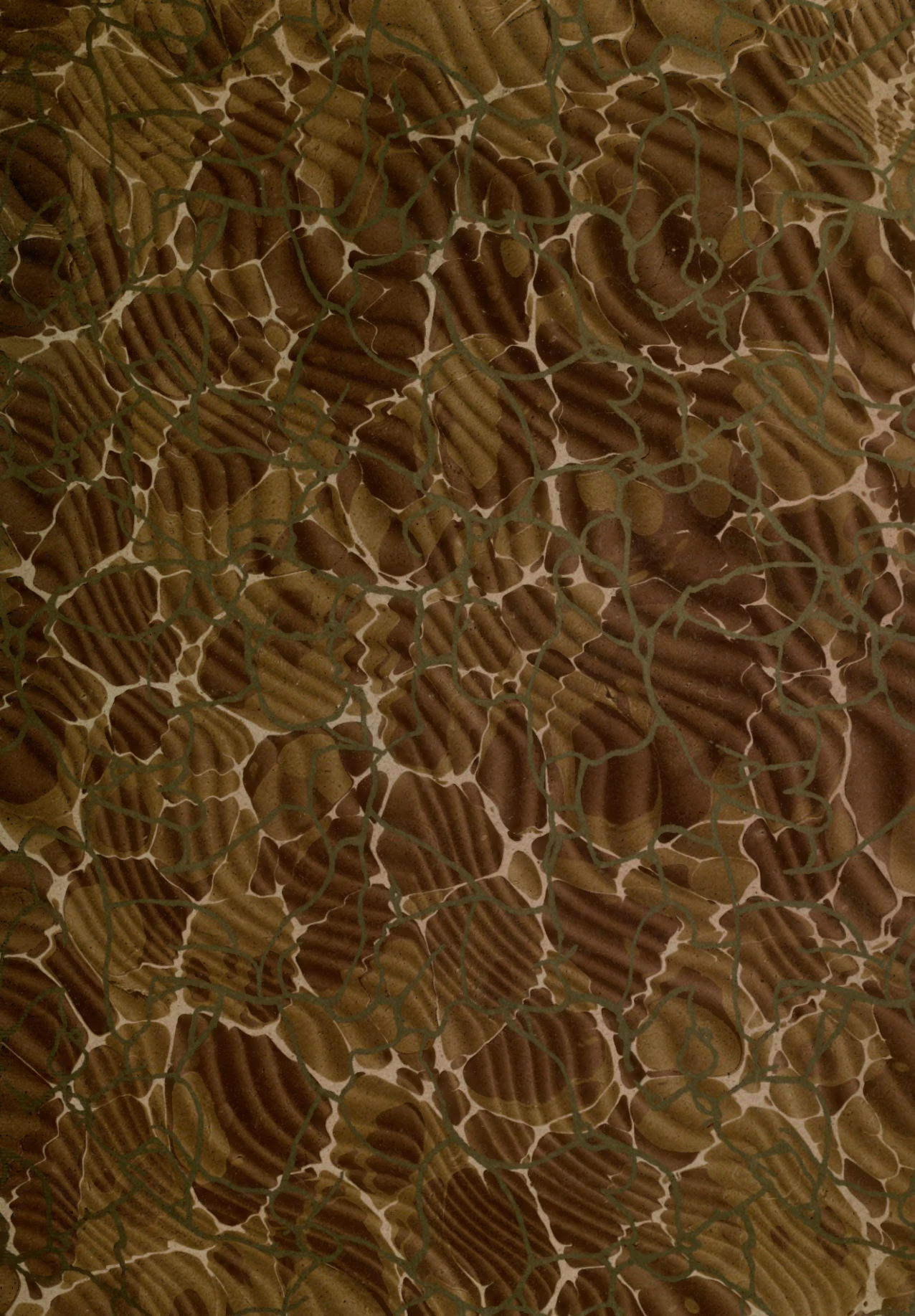


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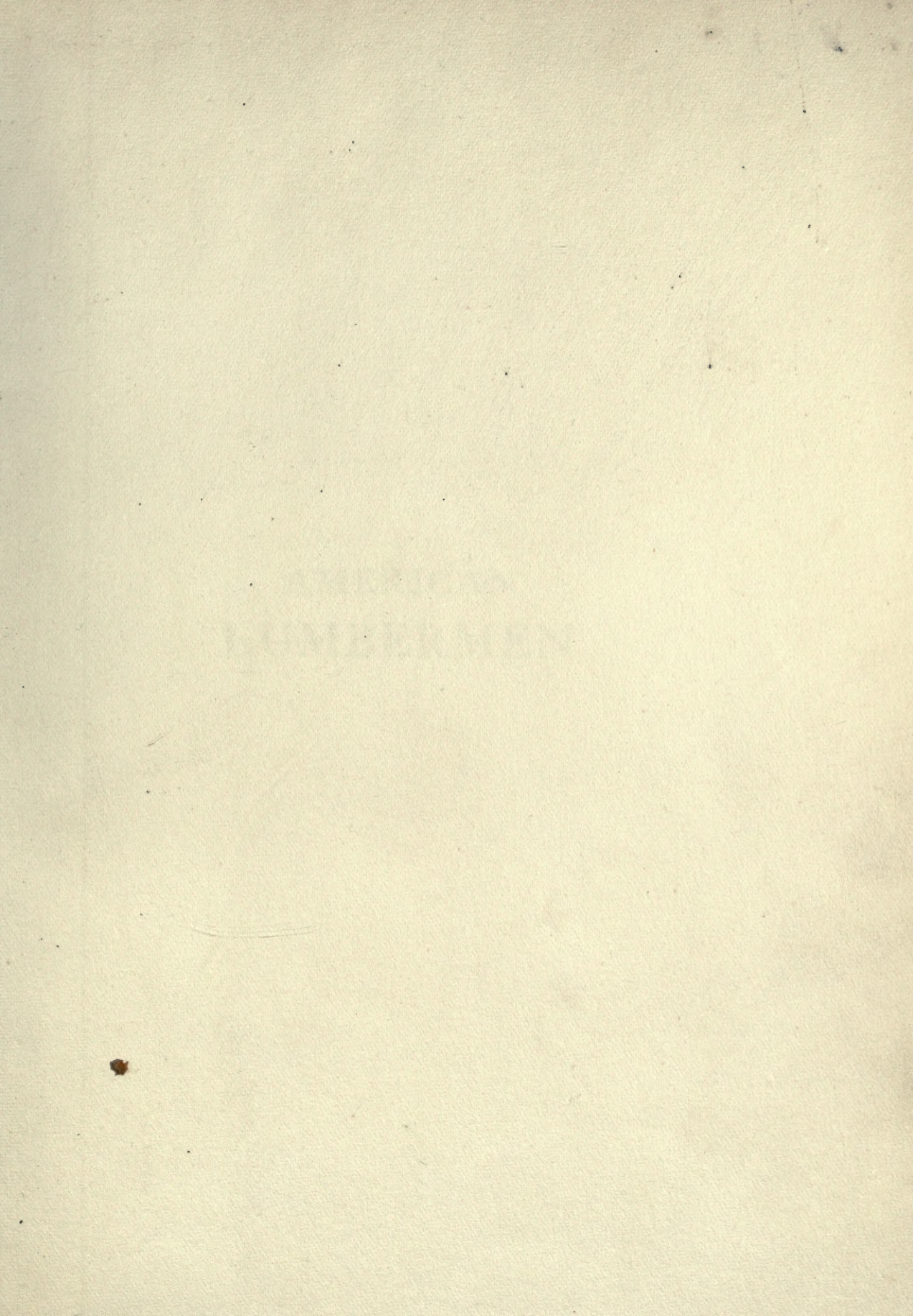
J. R. DeFelbaugh

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AMERICAN
LUMBERMEN

AMERICAN LUMBERMEN

THE PERSONAL HISTORY
AND PUBLIC AND BUSINESS ACHIEVEMENTS
OF
ONE HUNDRED EMINENT LUMBERMEN
OF THE UNITED STATES

SECOND SERIES



CHICAGO:
THE AMERICAN LUMBERMAN
1906

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AMERICAN LUMBERMEN

THE PERSONAL HISTORY
AND PUBLIC AND BUSINESS DEVELOPMENT
OF ONE HUNDRED AMERICAN LUMBERMEN

Gift of Editor

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THE AMERICAN LUMBERMAN,
CHICAGO

SECOND SERIES

THE AMERICAN LUMBERMAN

November 23, 1906.

Mr. J. E. DeFebaugh,

Editor, American Lumberman,

Chicago, Illinois.

Dear Sir:-

In reply to your very kind favor of November nineteenth, I would say that we shall gladly accept the second and later volumes of the "American Lumberman" whenever ready.

Very sincerely yours,

Librarian.



OR more than a century the manufacture of lumber was the foremost industry of America. Until the last decade it employed more men and capital and produced more wealth than any other pursuit. The development of this industry, and the achievement of this development required the energy of men of brain and heart and the direction of men of exceptional ability and vision.

The histories of some of the men, living and dead whose initiative and executive ability, whose prophetic vision and practical wisdom, made their industry and their calling great, are assembled in this volume. These are the biographies either of pioneers or of the associates or successors of pioneers, of men of yesterday and men of today. Many were additional distinguished statesmen, scholars, bankers or merchants. Thus they



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The above mentioned person is not eligible for any of the benefits of the Social Security Act, 1935, as he is not a citizen of the United States.

Very respectfully,
[Signature]

Asst. Secy.

[Signature]



FOR more than a century the manufacture of lumber was the foremost industry of America. Until the last decade it employed more men and capital and produced more wealth than any other pursuit. The development of this industry, and the achievement of this distinction required the energy of men of brain and brawn and the direction of men of exceptional ability and courage.

The life histories of some of the men, living and dead, whose initiative and executive ability, whose prophetic vision and practical wisdom, made them and their calling great, are assembled in this volume. These are the biographies either of pioneers or of the associates or successors of pioneers, of men of yesterday or men of today. Many won additional distinction as statesmen, soldiers, bankers or merchants. Thus they



contributed not only to the history of the lumber industry but also to the history of the nation.

They were men who recognized and utilized opportunity. Some were themselves pioneers in settlement and development; many were the sons of fathers who helped to clear the land for settlement. They breathed the breath of the forest and learned its secrets and its possibilities.

The face of history is ever turned toward the west, and so the lumber industry of the United States and Canada has followed the pathway of the sun. One time the sash saw tugged slowly at the eastern fringe of a forest that seemed impenetrable and inexhaustible; now the mammoth mill mingles its song with the music of the surf rolling in from the Pacific.

In this westward march each progressive step has brought forth the pioneer; and, as the industry has moved onward, there have sprung up

mighty men to receive and preserve to the nation the gushing stream of wealth set flowing by the ax of the first woodsman.

It was inherent ability and not wealth that made these lumbermen. As one reads the history of their lives he finds they were often men of little means and sometimes men of limited education; but while mints make money and books make learning, God makes men.

This volume will be found a record of man making rather than money making or scholar making. Herein will be found men of strong constitution, of mental and physical endurance, of steadiness under adversity, of energy, ambition and determination. What men are, rather than what they do, is vital. Theirs was and is a great industry; but greater than the forests they conquered and better than the wealth they earned is the good they contributed to our national life.

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William H. Laird

The Laird Lumber Company, located at Winona, Minn., is a lumber company which is the largest in the state. It is remarkable for the reason that it is a family business, and doing business in its present form since the year 1854, despite natural changes in the ownership and management. There has been no break in the continuity of the company. One of its founders was William H. Laird, who was born in Pennsylvania.

William H. Laird was born in 1834 in Chester County, Pennsylvania, following the 1834. He grew up with Robert Hayes Laird, the brother of his father, and John Henry Laird, of Chester County, Pa., who were his uncles. William attended school at Levensburg, near his home. At the age of seventeen years he began business life as a clerk, but in 1851 determined to seek his fortunes in the West—starting at Winona, Minnesota, in April of that year, he made his first venture in the lumber business during the following summer as a partner of the retail lumber firm of Laird Bros., composed of himself and John C. and M. J. Laird. This firm's business was to sell lumber from the mills on the Minnesota and Chippewa rivers in Wisconsin. In October, 1854, James L. Norton and William H. Laird became partners in this business, and the name of the firm was changed to Laird, Norton & Co., and remained unchanged for twenty-seven years. Early in the present century John C. and M. J. Laird withdrew and were succeeded by their sons.

In 1857 a small mill was built near Winona in the business. Its equipment was a water wheel for planing and cutting logs and a circular saw. Its capacity was about 11,000 feet of saw timber. During the '60s and '70s the lumber business in Minnesota and what is now South Dakota developed very rapidly under the impetus of immigration, and the business of Laird, Norton



WILLIAM H. LAIRD

William H. Laird

The Laird, Norton Co., of Winona, Minnesota, is a lumber company which, if for nothing else, would be remarkable for the reason that it has been established and doing business in its present location for over fifty years, and that, despite natural changes owing to retirements and accessions, there has been no break in the business or in its methods. One of its founders was William H. Laird, still active in its management.

William Harris Laird was born in Union County, Pennsylvania, February 24, 1833. His parents were Robert Hayes Laird, of Scotch-Irish descent, and Maria Nevius Laird, of Dutch descent, both, however, American born. William attended school at Lewisburg, near his home. At the age of seventeen years he began business life as a clerk, but in 1855 determined to seek his fortunes in the West. Arriving at Winona, Minnesota, in April of that year, he made his first venture in the lumber business during the following summer as a member of the retail lumber firm of Laird Bros., composed of himself and John C. and M. J. Laird. This firm's lumber supply came in rafts from the mills on the Menomonie and Chippewa rivers, in Wisconsin. In October, 1856, James L. Norton and Matthew G. Norton became partners in this business, and the name of the firm was changed to Laird, Norton & Co., and remained unchanged for twenty-seven years. Early in this period, however, John C. and M. J. Laird withdrew and went into other lines of business.

In 1857 a small mill was built as an adjunct to the business. Its equipment was a mulay saw for slabbing and canting logs and a circular saw. Its capacity was about 35,000 feet in ten hours. During the '70's and early '80's southern Minnesota and what is now South Dakota developed very rapidly under a flood of immigration, and the capacity of Laird, Norton

& Co.'s plant was extensively increased. In 1879 the old mill was torn down and replaced by a thoroughly modern one with a capacity of about 200,000 feet in ten hours. This mill ran steadily until June, 1887, when it burned. It was immediately replaced by a new mill, with an equipment of two gangs and two bands, having a capacity of 250,000 feet a day. In 1868 a planing mill was added, and later a sash, door and blind department, the company turning out a large quantity of interior finish and kindred manufactures.

October 1, 1883, the business of Laird, Norton & Co. was made over to a corporation styled the Laird, Norton Co. M. G. Norton became president; James L. Norton, vice president, and William H. Laird, secretary and treasurer. By that time the institution had become one of the great timber owners of the country. Beginning about 1875, the policy was to buy pine timber to the extent of its financial ability, and no diversion from this policy has since been made. During the years since the incorporation the burden of active business has been, in some degree, shifted to younger men. Among the younger officers of the Laird, Norton Co. at the present time, F. S. Bell, its secretary, is the son-in-law of Mr. Laird, and W. Hayes Laird, its superintendent, is his nephew.

The Winona Lumber Company was organized in 1881 by the stockholders of Laird, Norton & Co., in connection with Andrew Hamilton, of Winona, who retired in 1894. In 1881 the North Wisconsin Lumber Company was organized to conduct a sawmill and lumber business at Hayward, Wisconsin, in which Laird, Norton & Co. became heavy owners, R. L. McCormick, a nephew of Mr. Laird, being made secretary and manager. In this venture, as in most of their undertakings outside of Winona, they were associated with Frederick Weyerhaeuser. The capital stock of the North Wisconsin Lumber Company was taken over by Edward Hines, of Chicago, and associates, in 1903.

The greatest of the so-called Weyerhaeuser organizations, in the sense that it was the first and the inspiration of them all,

was the Mississippi River Logging Company, formed in 1871 of Mississippi River lumbermen, to secure a log supply for their mills from the Chippewa River and its tributaries, and by coöperation to effect economies in handling the logs. Mr. Laird was the first secretary of this company. As an outgrowth of this association with Mr. Weyerhaeuser, several important industries have been developed: In 1890 the Pine Tree Lumber Company was organized, with mills at Little Falls, Minnesota; in 1893 was organized the Mississippi River Lumber Company, a Minneapolis concern, which handled pine lands and logs and did logging; the Weyerhaeuser Timber Company was incorporated in 1900 for the purpose of acquiring and operating timber lands in Washington; and there are other companies representing the widening interests of these associates, in Minnesota, Idaho and the South.

During the special development of the territory west of Winona, Laird, Norton & Co. established a line of retail yards constituting an important factor in the business. In January, 1901, this interest was organized into a separate business and incorporated as the Laird, Norton Yards. It owns and operates forty-five yards in Minnesota and the Dakotas.

Specifying Mr. Laird's place in these enterprises, he is vice president of the Laird, Norton Co., president of the Winona Lumber Company, a director in the Pine Tree Lumber Company, the North Wisconsin Lumber Company, the Mississippi River Lumber Company and the Coast Lumber Company; vice president of the Weyerhaeuser Timber Company, and of the Laird, Norton Yards, president of the Hayes-Lucas Lumber Company, of Winona, operating about forty retail yards, and interested in the Northern Lumber Company, of Cloquet, Minnesota, in addition to several Winona enterprises.

William H. Laird's active life covers the beginning of the lumber business of Winona, its growth to large proportions, and the wonderful development of the great prairie country west of the Mississippi. During all this time he has maintained his position as one of the leading lumbermen of the

upper Mississippi Valley and of the country. He was for years president of the Mississippi Valley Lumbermen's Association.

Mr. Laird has always been much interested in church and educational matters. For forty years he has been a trustee of the First Congregational Church, of Winona, and for a long time a trustee and president of the Board of Trustees of Carleton College, at Northfield, Minnesota. He has many years been president of the Second National Bank, of Winona.

A few years ago he erected a public library building for Winona, which was turned over to the library board of the city in January, 1899, complete throughout, the city bearing the expense of maintaining it. It is a beautiful structure and an architectural ornament to the town. It is designated the Laird Library Building of the Winona Free Public Library.

Mr. Laird married, March 25, 1856, Miss Mary J. Watson, of Clinton County, Pennsylvania, and four children were born to them. The eldest, Frances Bradley, is the wife of F. S. Bell, who is an active associate of Mr. Laird in his diversified interests; Robert Hayes, a son, died in infancy; Elizabeth White married Charles O. Goss, who, since 1895, has been vice president of the Winona Lumber Company—Mrs. Goss died April 6, 1895; the third daughter, Maude Watson, is the wife of Samuel L. Prentiss, vice president of the Second National Bank, Winona. Mrs. Laird died August 1, 1889. February 20, 1895, Mr. Laird married Mrs. Della Shawhan, of Tiffin, Ohio.

While aggressive and successful in business and influential in several lines of public affairs, Mr. Laird has always taken his greatest satisfaction in his family and home life, holding it to be the center and source of all that is highest and best. He is wont to express his great appreciation of the good fortune by which, from the very first, he has been associated, both in his personal business affairs and in a broader way, with men of large mental caliber, good judgment, foresight, honest purpose and a breadth of vision that can overlook those petty incidents which, selfishly regarded, often obstruct the real interests of all concerned.





Matthew G. Norton

Matthew George Norton, was born at Lewisburg, Pennsylvania, April 23, 1831, the son of John Norton, a native of Ireland, and Isabella Black Norton, a member of an American family distinguished in Pennsylvania. He received what was for the time and place a good education, in the common schools and the academy at Lewisburg, with a part of two years in what is now Bucknell University. At the age of nineteen he took a position as cashier and purchasing agent with Harris & Black, contractors for the construction of a portion of the Grand Trunk Railway in Lower Canada, and a couple of years later he became a member of the firm and was occupied with it in railroad construction in New Brunswick, Rhode Island, Indiana and Tennessee. During a portion of the time that he was employed with Harris & Black, he and his brother, James L. Norton, were engaged in construction work on the same line of railroad with marked success.

In 1856 the two Norton brothers, having finished their construction contracts, visited Winona, Minnesota, where their associates, the Laird brothers, had established themselves in the lumber business the previous year. There seemed to be a good opening in that line and a partnership was formed to trade in lumber, taking the name of Laird, Norton & Co., the partners being James L. and Matthew G. Norton and John C., Matthew J. and William H. Laird. This was in October, 1856. Some time later John C. Laird and Matthew J. Laird withdrew from the business, being attracted to other fields, and William H. Laird, James L. Norton and Matthew G. Norton alone, and for many years afterward, conducted the partnership of the firm.

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A sawmill was built in 1857 with the equipment of a mulay saw and a circular and with a capacity of about 35,000 feet in

ten hours. This mill was hardly completed when the panic of 1857 came down upon the young men, and for some years they passed through a very trying ordeal, working hard and making but little progress in a financial way. They held on, however, the best they could, until the development of southern Minnesota, which followed later on, made a market for the product of their mill, and when the tide of emigration set toward the Dakotas the demand for lumber was such as to make it necessary in 1879 to replace the original mill, and a new and thoroughly modern structure resulted, with the best equipment of that day and a capacity of 200,000 feet. This mill ran without interruption until June, 1887, when it was destroyed by fire. Before the close of the season it had been rebuilt, substantially on the lines of the burned mill but with all available improvements, increasing the capacity to 250,000 feet. This mill is still in operation.

On October 1, 1883, the copartnership of Laird, Norton & Co. was made over into a corporation styled Laird, Norton Co. M. G. Norton became its president and has continued in that capacity. During the development of southern Minnesota and the Dakotas numerous branch retail yards were established through the territory naturally supplied from Winona, and in 1901 the business of this line of retail yards was set aside into a new corporation known as Laird, Norton Yards. The officers of this corporation are, in the main, the same as those of Laird, Norton Co., and Mr. Norton is also its president.

Beginning as early as 1875, Mr. Norton and his partners began investing in pine lands, buying mainly Wisconsin lands tributary to the Chippewa River and afterward in Minnesota on the waters of the St. Croix and upper Mississippi. In 1871 what would now be called a syndicate of sawmill men along the Mississippi River formed the Mississippi River Logging Company, and in the organization and operation of this company Mr. Norton, from the beginning, had a conspicuous part. This company became the most important single factor in the lumber situation of the Mississippi Valley. The mem-

bers of the copartnership and afterward the corporation of Laird, Norton Co. have always kept together in their investments, and in the last twenty-five years, generally in coöperation with Mr. Weyerhaeuser and other Mississippi River lumbermen, they have originated and developed numerous lumber industries. The North Wisconsin Lumber Company, of Hayward, Wisconsin, on the Chicago, St. Paul, Minneapolis & Omaha Railway, was established in 1881 and was one of the first of these. In 1890 the Pine Tree Lumber Company was organized and built mills at Little Falls, Minnesota, which is still the center of an important industry. In 1893 the Mississippi River Lumber Company was organized, doing business at Minneapolis and dealing mainly in pine lands and logs. The Calcasieu Pine Company and the Southland Lumber Company represent investments in southern pine which have not yet reached the period of operation. The Weyerhaeuser Timber Company, in Washington, and the Potlatch Lumber Company, in Idaho, are at present mainly timber companies, just beginning to manufacture.

In local affairs Mr. Norton has always been a prominent and public-spirited man. In addition to their own business Laird, Norton & Co. became interested with Andrew Hamilton in the establishment of the Winona Lumber Company in 1881, and from this company Mr. Hamilton retired in 1894. The business is still in operation under the direct management of William Hayes, who is a brother-in-law of Mr. Norton.

In 1866 Mr. Norton married Miss Emma B. Hayes, of Philadelphia, and their union was blessed with two sons and two daughters. The sons, Herbert H. and Matthew George Norton, Junior, died soon after reaching manhood. The younger daughter, Miss Beulah Norton, is still with her parents, and the older, Mary B. Norton, is the wife of Dr. E. P. Clapp, of Evanston, Illinois.

Mr. Norton and all the members of his family are in the fellowship of the Methodist Episcopal Church. He has been conspicuous in its counsels in the Northwest and a liberal con-

tributor of both his time and money to its various interests. The Central Methodist Episcopal Church, of Winona, one of the finest church edifices in the Northwest, is a monument to his liberality, as he and his brother, James L. Norton, were among the very heavy contributors to its erection. Mr. Norton has long been a trustee of Hamline University, a Methodist college whose site is between St. Paul and Minneapolis, and he has frequently contributed largely to its support and development. In politics Mr. Norton is a Republican, taking pride in his consistent adherence to that party and always interested in its success. In 1884 he received unsolicited an appointment as Republican state committeeman for Minnesota, but the pressure of his business engagements was so great that he was obliged to decline the honor. His only public office was that of treasurer of Winona County, to which he was elected in the early days of his sojourn in Minnesota. After his church and then his business, Mr. Norton is most devoted to his books. His accumulation is large and represents strictly the interest of an active mind in a great variety of things. He is also a lover of nature and of outdoor life and a disciple of Izaak Walton in the art as well as the literature of fishing, and adverts to the limitations which attend advancing years oftener with reference to his inability to pursue his favorite sport than in any other connection.

While in the matter of business Mr. Norton and his associates have secured a good degree of success, measured by the world's standard, what is most cherished by them is the good-fellowship that has existed during all their business life of nearly fifteen years. It has not required contracts and legal papers to hold these men together, but rather a cohesive power of faith and confidence in each other rarely equaled in the business world. Related as they are by ties of blood, they are brethren indeed, and the pleasure that has come to them from their daily intercourse has been valued by them more than any material success.





Chancy Lamb

One of the most remarkable attributes that any man can have is the memory. To those who know him, of course, thoughtfulness for others and goodness shown in every-day life to all with whom he comes in contact. Such a memorial has Chancy Lamb, of Chino, Iowa, who died July 12, 1897, at the ripe age of eighty-two years, after a lifetime of unusual usefulness, and after having attained material success as well as being crowned with the blessing that a life such as his so richly deserves.

He was a descendant of Thomas Lamb, who came from England with Governor Winthrop's fleet in 1630 and settled at Roxbury, Massachusetts. Chancy Lamb was born January 4, 1816, at Tarrytown, Dutchess County, New York, and there spent his early life. When and where all his parents the duties of youth, the golden days, waiting on his father's farm. He attended school a few weeks during the winter, which was about the only opportunity he had for acquiring a liberal education. Later he pursued his studies in a school at Lake George, near Tarrytown, at a place called "The Hill," and was among the "Belmont boys." His education was not so liberal as those of some of his friends, but he learned the value of education. The summer months were spent working in a sawmill at Bedford, Dutchess County, New York.

His experience as a millwright and sawyer had led him to take charge of the construction of a sawmill on the banks of Lake Keuka, near Penn Yan, New York, for H. J. Chapman, in the summer of 1841. Upon the completion of the mill the following year, Mr. Lamb opened a sawmill business for the owner. In November, 1842, he moved to Bedford, where he took a contract to run a sawmill for E. J. Chapman. This was the



CHANCY LAMB

Chancy Lamb

One of the most significant memorials that any man can have is the memory, by those who knew him, of courtesy, thoughtfulness for others and kindness shown in every-day life to all with whom he came in contact. Such a memorial has Chancy Lamb, of Clinton, Iowa, who died July 12, 1897, at the ripe age of eighty-one years, after a lifetime of unusual usefulness, and after having achieved material success as well as being crowned with the blessings that a life such as his so richly deserves.

He was a descendant of Thomas Lamb, who came from England with Governor Winthrop's fleet in 1630 and settled at Roxbury, Massachusetts. Chancy Lamb was born January 4, 1816, at Ticonderoga, Essex County, New York, and there spent his early life. When still a mere lad he performed the duties of a man for several years, working on his father's farm. He attended school a few weeks during the winter, which was about the only opportunity he had for acquiring a limited education. Later he worked for two years in a sawmill on Lake George, near Ticonderoga, at a place called Hague. The mill was owned by the Balcom family. In 1836 the young man went to Benton, Yates County, New York, where he learned the trade of millwright. The next three years were spent working in a sawmill at Bradford, Steuben County, New York.

His experience as a millwright and sawyer fitted him to take charge of the construction of a sawmill on the outlet of Lake Keuka, near Penn Yan, New York, for R. L. Chapman, in the summer of 1841. Upon the completion of the mill the following year, Mr. Lamb operated it under contract for the owner. In November, 1842, he returned to Bradford, where he took a contract to run a sawmill for Cameron, Thurman &

Co., and continued with this firm in the capacity of superintendent until the summer of 1844, when he moved to Carroll County, Illinois. Mr. Lamb was one of several men of family who migrated to this western territory and located in what is yet known as the Bailey settlement, Argo, about ten miles from Savannah and eighteen miles from Clinton, Iowa. He spent about six years in farming and stock raising in the growing settlement. In those days wheat was hauled in wagons to Chicago, and supplies were obtained from that young metropolis.

But farm life was not to the liking of Mr. Lamb, and he saw more opportunities in the lumber business. So, in 1851, he left the Bailey settlement and went to Williamsport, Pennsylvania, where he became superintendent of the mill operations of J. C. Cameron & Co., and in the following year operated the mills of the company in Chemung County, New York, sawing by the thousand. He spent three and one-half years in charge of the Bigflats mill, and at the expiration of that period he went to Canada with a man named Curtis, with whom he entered into a partnership, the firm building a mill at Barrie, near Toronto. At the end of a year and a half Mr. Lamb sold out to his partner and returned to the West, and for a few months was a resident of Fulton, Illinois.

Mr. Lamb had spent the better part of his life up to this time in sawmilling and he chose this as his vocation. He seized an opportunity to buy a small lumber yard and sawmill at Clinton, Iowa, operated by Gray & Lunt. Upon coming into possession of the property Mr. Lamb rebuilt the mill, which was the first modern plant in Clinton and was located at the point where the Chicago & North-Western Railway crosses the Mississippi River. This mill was burned October 6, 1857, and the owner proceeded to replace it with a more complete plant about two blocks south of the original site. The new mill had as its equipment two gangs, a mulay and a circular, and a shingle and lath mill, and was one of the best equipped on the Mississippi River. Mr. Lamb conducted the

business under his own name until 1864, when he took his oldest son, Artemus, into partnership, the firm name being changed to C. Lamb & Son. In March, 1868, the foundation of a stone sawmill was laid, and this mill began operation in September of the same year.

C. Lamb & Son bought an interest in the Cobb mill property at Riverside, a suburb of Clinton, in the winter of 1868 and organized a firm styled Lamb, Byng & Co., composed of themselves, S. B. Gardiner, S. W. Gardiner and John Byng. Four years later this firm secured the sawmill of Wheeler & Warner, which was located a short distance below the Cobb mill in Clinton. The Lamb concern became known as C. Lamb & Sons, in 1874, by Lafayette Lamb, a son of Chancy Lamb, being taken in as a partner. In the spring of 1877 C. Lamb & Sons took over the interests of S. B. and S. W. Gardiner and John Byng in Lamb, Byng & Co., and in January, 1878, C. Lamb & Sons was incorporated, with Chancy Lamb president, Lafayette Lamb vice president and Artemus Lamb secretary and treasurer.

Mr. Lamb is believed to have been the first manufacturer to employ the band mill in sawing white pine. In 1883, having heard band mills were in use in Indiana and Tennessee for sawing hardwood veneering and making poplar lumber, he investigated and then purchased a London, Berry & Orton sawmill which took the place of a circular in one of the four Clinton mills. The innovation was a success, and later another mill was equipped with a band saw.

The mechanical instinct was largely developed in Mr. Lamb and he was the inventor of several appliances which are in general use today. One of these inventions was an edger with movable saws by which the width of boards being sawed could be changed while the mill was in full operation. He also invented a trimmer for the trimming of boards to any length; and it is a matter of local history that he used a bull chain, or endless chain, in hauling logs out of the river before this device was heard of by anyone else in that locality. He

designed, for one of the Lamb mills, a friction log turner, and after it had been in successful use for a long time Mr. Lamb learned that the patent office had termed it a "nigger" and had deemed the invention of such importance as to invest it with letters patent. The Lambs were the first to depart from the crude methods of towing logs, and to operate a fleet of steamers.

When the company sawed its last log at Clinton, October 26, 1904, Mr. Lamb and his sons during the life of the operations had manufactured and put upon the market more than 3,000,000,000 feet of white pine lumber, not including the production of shingles, lath and pickets.

Mr. Lamb married Miss Jane Bevier at Bradford, New York, November 16, 1839. She was the daughter of David Bevier, who had served as an adjutant of the Third Ulster County (New York) Regiment in the Revolutionary War. She was a faithful partner of her husband for fifty-eight years, during which time two sons—Artemus and Lafayette—and four daughters—Augusta, Celeste, Merrette and Emma E.—were born. Three of these children are living—Lafayette Lamb, Mrs. Augusta Ware and Mrs. Emma E. Young. Mrs. Lamb died March 5, 1897. In her death the poor lost a sympathetic friend who never turned a deaf ear to their appeals.

Mr. Lamb was a member of no social organization, except the Elks. He was a Whig in his early life, and in 1840 cast his first vote—for Harrison. Later in life he became a Republican. He attended the Presbyterian Church and gave liberally to its support and to charities.





Artemus Lamb

Environment is said to be the making of a man's character for good or evil. It is reflected upon a community, be it large or small, the life of its inhabitants. If the man is broad-minded, progressive and ambitious there must follow an upbuilding that will outlast the passing moment. Artemus Lamb, who died April 27, 1907, left an indelible record of good upon Clinton, Iowa, a city that owes much to the stalwart Lamb family.

Artemus Lamb was the eldest son of Chancy Lamb and Jane (Brier) Lamb and was born September 11, 1840, in Bradford, Steuben County, New York, where his father ran a sawmill. His education was gained in the public schools, mostly at Bigflatt, Chemung County, New York. When sixteen years old he went to Clinton with his father and ever after made that city his home. From boyhood he worked with his father and became a competent millman and helpmate. He had a mechanical head which he employed for many years, together with practical experience in millwrighting, and he retained largely as his business the ownership of the mills controlled by the family.

When in the winter of 1880 Mr. Lamb entered the service of his father, who had already several manufacturing enterprises in Clinton. His first position was partnership in the Clinton Mill, Lamb & Co., with the firm of O. Lamb & Son the owners. From that time on he was prominent in the various mill enterprises of the city. In 1885 he built a large mill on the Clinton river, and shortly thereafter the same year. An interest in the Cobb mill at Clinton, also, was secured in 1888 and Mr. Lamb was an active partner, with S. B. and B. W. Gardner and John King the sons of Lamb, Hyatt & Co. This concern is still engaged in the ownership of Whether & Warner, which prop



ARTEMUS LAMB

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Before he had reached manhood Mr. Lamb entered the service of his father, who conducted several manufacturing enterprises at Clinton. He was taken into partnership by the senior Mr. Lamb in 1864, when the firm of C. Lamb & Son was formed. From that time on the operations of the concern were broadened rapidly. In 1868 the firm built a large mill structure of stone, and sawing was begun the same year. An interest in the Cobb mill at Riverside, near Clinton, was secured in 1868 and Mr. Lamb and his father organized, with S. B. and S. W. Gardiner and John Byng the firm of Lamb, Byng & Co. This concern in 1872 acquired the sawmill of Wheeler & Warner, which property was located near the Cobb mill.

Two years later Artemus Lamb's brother, Lafayette Lamb, was admitted to partnership and the Lamb concern became known as C. Lamb & Sons. The firm, in the spring of 1877, obtained the shares of S. B. and S. W. Gardiner and John Byng in Lamb, Byng & Co., and in January, 1878, the Lamb interests were incorporated under the title of C. Lamb & Sons. Chancy Lamb was president; Lafayette Lamb, vice president, and Artemus Lamb, secretary and treasurer.

It was in one of the four mills operated by the Lambs at Clinton that the use of the band saw for cutting white pine is supposed to have been first attempted. Many innovations in sawmilling were witnessed at the Lamb mills, including an edger of an entirely new type and a trimmer, besides a friction log turner that, now driven by steam, is today known as a "nigger." The last of the Lamb operations at Clinton ended with the shutting down of the remaining mill October 26, 1904. It is estimated that Mr. Lamb and his sons cut and marketed more than 3,000,000,000 feet of lumber. While having a practical knowledge of sawmilling, Artemus Lamb later in life paid more attention to the distribution of the lumber product and to the financial end of the various business interests of his father, brother and himself.

There was much of the typical American citizen about Mr. Lamb, for he took an active interest in any and all of the enterprises of the city where he dwelt. He had charge of the volunteer fire fighting force until 1879, and it was his earnest efforts that brought about the splendid organization in which the city prides itself. He believed that it was his duty to enter politics and he served as a councilman, the records of that body revealing the earnestness and fidelity with which he served his fellow citizens.

One of Mr. Lamb's greatest achievements was the founding of the People's Trust & Savings Bank, of Clinton, in 1892, and it was due to his influence that the institution in less than three years had deposits of more than \$3,000,000 and took rank with the more important financial organizations in the middle West.

He was the moving spirit in the organization of the Iowa Packing & Provision Company, of Clinton, and was heavily interested in other ventures which paid, and still are paying, ever increasing dividends. Besides the People's Trust & Savings Bank, to which he gave much of his time, he was interested in the City National Bank, of Clinton; the Clinton National Bank, of Clinton; the Lumbermen's Bank, of Shell Lake, Wisconsin; the Merchants' National Bank, of Clinton, and the Clinton Savings Bank. He was president of the Clinton Gas Light & Coke Company, vice president of the Mississippi Logging Company and a director in the Shell Lake Lumber Company, of Shell Lake, Wisconsin. He was interested in sixteen lumber mills on the upper Mississippi River. He held the office of vice president of the Mississippi Lumber Company, the Chippewa Logging Company and the Crescent Railroad, of Shell Lake, Wisconsin, and was a director in the Chippewa Lumber & Boom Company, of Chippewa Falls, Wisconsin; the White River Lumber Company, of Mason, Wisconsin, and the Barronett Lumber Company, of Barronett, Wisconsin. In addition to these varied enterprises Mr. Lamb had extended mining interests at Deadwood, notably in what are known as the Bonanza mine and the Buxton, which were great producers and dividend payers.

Masonry attracted much of the attention of Mr. Lamb and he was given signal recognition in the order, to which he was admitted in 1870. He was a member of Keystone Chapter, No. 32, Royal Arch, and of Holy Cross Commandery No. 10, of Clinton, Iowa. He was made a Scottish Rite Mason and for six years was Master of Kodash and was Prior for many years. He was a member of the Royal Order of Scotland (Scottish Rite) and was admitted to the El Kahir Shrine, at Cedar Rapids, Iowa. He was a member of Clinton Council in York Rite Masonry and also of the Knights of Pythias. He was an Exalted Ruler of the Elks, and for many years was president of the Wapsipinicon Club, of Clinton.

Mr. Lamb married Miss Henriette Sabrina Smith, who was

a native of Perry County, Ohio, at Clinton, Iowa, October 11, 1865. To the couple were born five children, three of whom are living: Emma Rena, widow of Marvin J. Gates; Garrett Eugene, and Clara Augusta, wife of Russell B. McCoy. Burt Lafayette died January 30, 1898, and James Dwight was drowned May 5, 1905. Garrett E. Lamb is president of the People's Trust & Savings Bank, of Clinton, succeeding his father in that position.

Feeling that his constitution was being undermined by business cares, Mr. Lamb started, in January, 1901, for California to seek rest during the winter months. The train on which he was a passenger was wrecked near Rock Springs, Wyoming, January 16, and Mr. Lamb was so seriously injured that he never recovered. The remains were brought to Clinton and buried in the family mausoleum at Springdale Cemetery.

Mr. Lamb's life was full of effort for others, and no mean proportion of the wealth he gathered was devoted to the poor of Clinton. His genial ways and careful observance of the rights of others made him beloved not only by those who immediately surrounded him, but by the thousands to whom he was less familiarly known. He attended the First Presbyterian Church and was for many years one of its trustees, contributing liberally to all its causes.





Lafayette Lamb

After a man has won his laurels in the business world, it is not easy for him to deny most of the perplexing cares and devote the balance of his days to the enjoyment of what has been so hard-won, as is shown by the large number of men of rank who work on until death overtakes them. But to enjoy life completely, nothing of the pleasures and comforts wealth commands, is but an evidence of a broadness of character such as that of Lafayette Lamb, of Clinton, Iowa.

Here the fourth child and second son of Chancy Lamb and Jane (Hornell) Lamb, and was born February 26, 1846, in Carroll County, Illinois, sixteen miles from Clinton, Iowa. When he was five years old his father moved to Williamsport, Pennsylvania, where the family remained one year and then went to Bigflats, Chemung County, New York, the father there superintending the milling operations of J. C. Cameron & Co. In those days traveling was a hardship and the migration from Illinois to the Empire State was made by going down the Mississippi River to Cairo, from there to Pittsburg by water and then to Elmira, going over the mountains by stage, traveling half the way by canal and a short distance by railroad. The child was a pupil in the public schools of Bigflats and practically all of his elementary training was obtained there.

When Lafayette was ten years old his father moved the family to Fulton, Illinois, and in the following year, 1857, established a home in Clinton, Iowa, which home that year on was the permanent residence of the family. The head of the family bought a small steamship and running yard in the town and Lafayette, though only a boy, was called upon to assist in the operation of the mill. His task was to raise the logs as they were hauled into the mill upon a railway carriage, the work



LAFAYETTE LAMB

Lafayette Lamb

After a man has won his laurels in the business world, it is not easy for him to drop most of the perplexing cares and devote the balance of his days to the enjoyment of what has been so honestly earned, as is shown by the large number of men of rank who work on until death overtakes them. But to enjoy life rationally, imbibing of the pleasures and comforts wealth commands, is but an evidence of a broadness of character such as that of Lafayette Lamb, of Clinton, Iowa.

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When Lafayette was ten years old his father moved the family to Fulton, Illinois, and in the following year, 1857, established a home in Clinton, Iowa, which from that time on was the permanent residence of the Lambs. The head of the family bought a small sawmill and lumber yard in the town and Lafayette, though only a boy, was called upon to assist in the operation of the mill. His task was to raise the logs as they were hauled into the mill upon a rotary carriage, the work

in that day being carried on with a lever. The lad's schooling was of necessity restricted, and it was only when the river froze and the mill ceased operations that he went to school, returning to the mill when sawing could be started. Upon the plant being enlarged and a shingle mill being added Lafayette made shingles for his father for five years. His first experience in a lumber yard was in 1862, when he started tallying, and, after a year spent in familiarizing himself with the grades, he became a retail salesman for his father.

From 1862 to about 1864 the elder Lamb was also engaged in the grist mill business, in which Lafayette assisted him. The money stringencies during the Civil War compelled the lumber manufacturer to trade lumber for whatever the farmer happened to raise that was marketable, and the product of the Lambs' sawmill was given in exchange for grain, which was ground in the grist mill and sold at wholesale to retailers. Shortly after his experience in the retail yard Lafayette had charge of the grist mill and continued in that capacity until the mill was sold and a sawmill built on its site.

So varied and thorough had been his training that Lafayette, when twenty-two years old, was made foreman under S. B. Gardiner for C. Lamb & Son, his eldest brother, Artemus, having been admitted to the firm in 1864. In 1872 he took charge of the boats furnishing the logs to the Lamb mills and had active charge of the logging when the first steamboat ever employed on the Mississippi for towing log rafts was put into service. This vessel was the *James Means* and was the forerunner of a valuable fleet of steamboats operated by the firm. For ten years Lafayette Lamb supervised this branch of the business, although when his father and brother were away, at times, he had general charge of the firm's affairs. He became a member of the firm of C. Lamb & Sons in 1874, and when the business was incorporated, four years later, he was made vice president of the company. Beginning with 1882, Mr. Lamb, though still retaining charge of the river operations, gave more of his attention to the general details of the lumber

business at Clinton, taking his father's place in its management as far as practicable. One by one the four big sawmills of C. Lamb & Sons were closed down as the supply of white pine timber diminished, the last mill going out of commission October 26, 1904. During the forty odd years Mr. Lamb and his sons carried on business, approximately 3,000,000,000 feet of white pine lumber was sawed, besides a vast volume of pickets, shingles and lath.

The closing of the last Lamb mill at Clinton did not end the business career of this great family in the valley of the Mississippi. Chancy Lamb, the founder of the house, died July 12, 1897, and Artemus Lamb, the elder son, died April 23, 1901, from injuries received in a railroad wreck in Wyoming. Lafayette Lamb, the surviving brother, is an active and virile man in many lines of business in the middle West, the Rocky Mountain district and on the Pacific Coast. He is president and treasurer of C. Lamb & Sons, and also president of the following: Shell Lake Lumber Company, Shell Lake, Wisconsin; Barronett Lumber Company, Barronett, Wisconsin; Lamb-Davis Lumber Company, Leavenworth, Washington; Lamb Hardwood Company, Memphis, Tennessee; Bacon-Nolan Hardwood Company, Chancy, Mississippi; Lamb Lumber Company, Minneapolis, Minnesota; Tumwater Savings Bank, Leavenworth, Washington. He is vice president of the Mississippi River Lumber Company, Clinton, Iowa; American Wire Cloth Company, Clinton, Iowa; Mississippi River Logging Company, Clinton, Iowa, and the Clinton Sand and Gravel Company. He is a trustee of the Weyerhaeuser Timber Company, Tacoma, Washington, and a director of the Carpenter-Lamb Company, Minneapolis, Minnesota; Chippewa Lumber & Boom Company, Chippewa Falls, Wisconsin; White River Lumber Company, Mason, Wisconsin; McCloud River Lumber Company, San Francisco, California; People's Trust & Savings Bank, Clinton, Iowa; Clinton Gas Light & Coke Company; Kelly-Sorensen Furniture Company, Clinton, Iowa, and the Iowa & Illinois Railway, Clinton, Iowa. Mr.

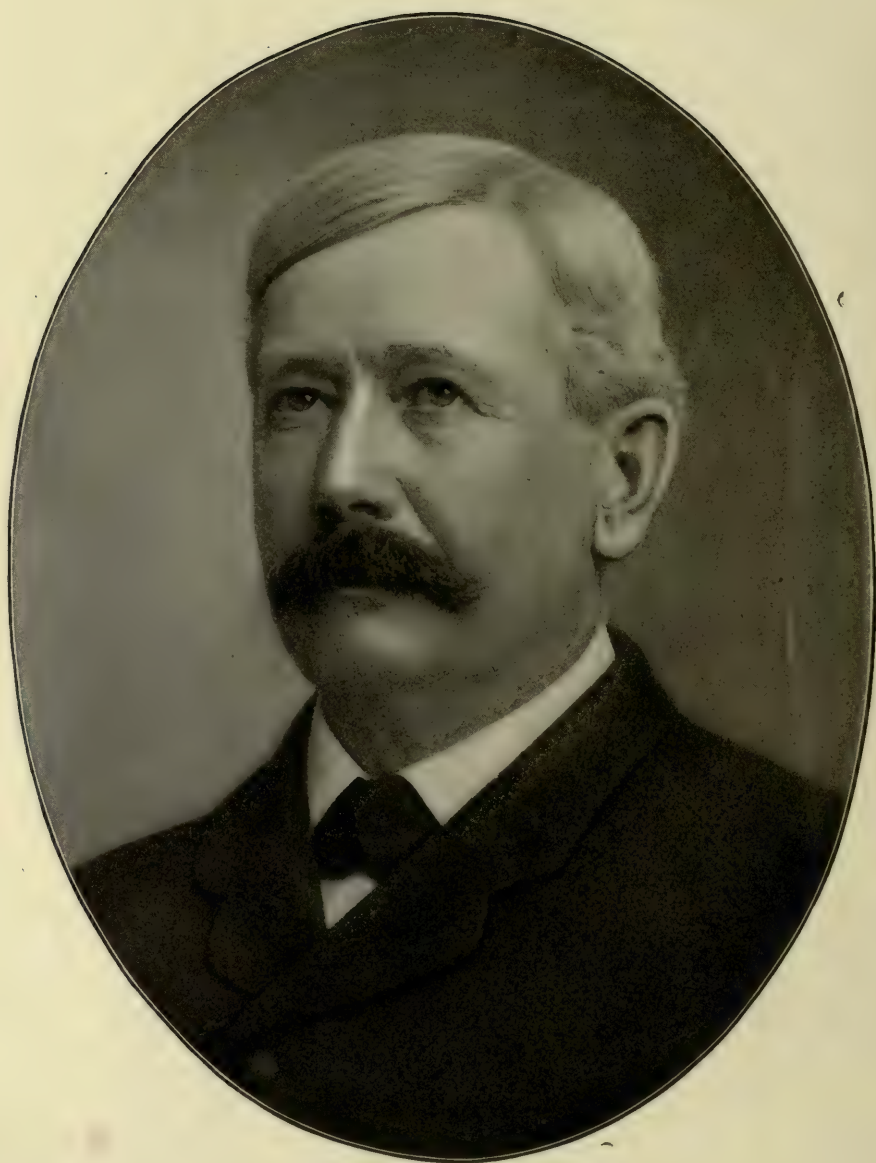
Lamb is a stockholder in the following: People's Trust & Savings Bank, Clinton National Bank, City National Bank, Merchants' National Bank, Clinton Mineral and Mining Company, and Cromwell Hotel Company, all of Clinton, Iowa; Northern Lumber Company, Cloquet, Minnesota; Boulevard Hotel Company, St. Louis, Missouri, and Tampa Hotel Company, Tampa, Florida. He has a one-third interest in one of the biggest ranches in Colorado, known as the Studebaker-Lamb-Witwer Ranch, which is nine miles east of Greeley and fifty miles from Denver. It contains 14,000 acres and controls eleven miles of riparian rights on the Platte River.

Mr. Lamb married Miss Olivia A. Huffman, of Clinton, August 21, 1866. To them were born two children, Merrette, wife of Eugene J. Carpenter, of Carpenter-Lamb Company, of Minneapolis, Minnesota, and Chancy R., of Minneapolis, who is the active factor in the Bacon-Nolan Hardwood Company, Chancy, Mississippi.

Mr. Lamb became a Mason in 1870, in Emulation Lodge No. 255. He is a member of Keystone Chapter and received the Scottish Rite degrees in 1871. Five years later he took the balance of the York Rite degrees in Holy Cross Commandery No. 10, of Clinton. Mr. Lamb is a member of the Shrine, Knights of Pythias and the Elks. In politics he is a Republican, but never has taken a leading part in the deliberations of the party. He is a Presbyterian and has given liberally to the church.

Mr. Lamb recently built a beautiful home in Clinton, where he and his wife entertain most generously. He spends much of his leisure time in company with his friends, cruising up and down the Mississippi River in his houseboat, *Idler*, which is towed by his steamer, *Wanderer*.





William C. McClure

No section of this great country has been more prolific in the development of men of large affairs, particularly in the lumber industry, than the Saginaw Valley. It was there that the industry in the West first attained proportions of magnitude, and there upon its basis and sagacity laid the foundations of future success. Many of the men of that region by their proficiency, activity and determination contributed in no small degree to the progress of the Westward movement, a conspicuous example being William C. McClure, of Saginaw, Michigan, who died April 24, 1904, at Vienna, Austria.

He was a plain, matter-of-fact business man; but in his business and social life were reflected those qualities which adorn character and enrich citizenship. He was known by his neighbors and friends as an absolutely safe and honest business man; and, in all the years in which he was concerned with large affairs, the success he won was unstained by a single blot. The few wrinkles on his face were made by smiles—not one by a frown, as his wish for him was too short to allow of harboring animosity for his fellowmen.

William C. McClure was the architect and the builder of his own successful career. His father was a farmer near Fiqua, in Adams County, Ohio, where the boy was born October 17, 1842. Like other boys who were reared on a farm, he early knew the meaning of toil and the constant labor necessary to maintain a bare living. He remained on the farm until he was twelve years old and then attended school at Fiqua. After graduating there he took a course at Miami University, at Oxford. The Civil War being on, young McClure became imbued with a patriotic impulse to serve his country. He enlisted in the Eighty-sixth Ohio Infantry and served in that organization one summer in West Virginia and one fall and



WILLIAM C. MCCLURE

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William C. McClure was the architect and the builder of his own substantial career. His father was a farmer near Piqua, in Miami County, Ohio, where the boy was born October 17, 1842. Like other lads who were raised on a farm, he early knew the meaning of toil and the constant labors necessary to win even a bare living. He remained on the farm until he was twelve years old and then attended school at Piqua. After graduating there he took a course at Miami University, at Oxford. The Civil War being on, young McClure became imbued with a patriotic impulse to serve his country. He enlisted in the Eighty-sixth Ohio Infantry and served in that organization one summer in West Virginia and one fall and

winter at Cumberland Gap. He also served a few months in the Ohio National Guard, doing duty in the Government fortifications in and around Washington. His experience in the army was not without value to him. He was young, and the discipline in the ranks strengthened his character, while the hardships incidental to the campaign tended to develop his resourcefulness.

After honorable discharge from the army Mr. McClure began to look about for something to do and eventually located in Illinois, where he engaged in the grain commission business, in which he remained two years. His next venture, and his entrance into the lumber business, was with the Mitchell & Rowland Lumber Company, and thus began his connection with Jethro Mitchell, of Cincinnati. He worked about the yard of this concern for two years, securing a good training in the details of lumbering. In June, 1867, he was sent to the Saginaw Valley to buy lumber for the company, and in the two years that he was there he obtained an insight into the vast possibilities of that section.

Mr. McClure left the Mitchell & Rowland Lumber Company to take a position in the mill of John McGraw & Co., at South Bay City, Michigan, early in 1869. This mill was one of the largest of its day and scored the record of cutting more than 400,000 feet of lumber in a single day, a remarkable output at that time. Mr. McClure went into the office as bookkeeper, but his earlier experience soon led to his appointment to the position of general agent. His advancement continued until he became general manager of the mill.

Giving up this position in 1879, Mr. McClure entered into a partnership in the lumber manufacturing firm of Hamilton, McClure & Co., the members of the firm being John A. Hamilton, William C. McClure and Jethro Mitchell. The firm succeeded W. R. Burt & Co. by the purchase, by Mr. Mitchell, of Wellington R. Burt's interest in the latter concern. Through this deal Hamilton, McClure & Co. started their operations with about 400,000,000 feet of timber in Gladwin

County and a sawmill and salt works on the Saginaw River, about seven miles below Saginaw, known as the "New York Works." The firm continued to operate this plant successfully until about the fall of 1889, when the timber in the Gladwin County tract was practically exhausted. From 1880 until 1890, inclusive, the firm manufactured 230,643,400 feet of lumber and 650,297 barrels of salt.

Upon the death of John A. Hamilton, in 1886, the firm of Hamilton, McClure & Co. was reorganized under the name of Mitchell & McClure, the interest of the deceased being bought from his estate by the surviving partners. The cutting out of the Saginaw Valley timber had been foreseen and the future operations of the firm provided for by the buying of 450,000,000 feet of timber in Minnesota. This was followed in 1890 by the building at Duluth of one of the most complete sawmill plants in the Northwest. It was erected under the direct supervision of Mr. McClure and had a ten-hour capacity of 250,000 feet of lumber. This plant was run by the firm for twelve years and manufactured during that period approximately 600,000,000 feet of white pine lumber. Mr. McClure had the entire management of the business of the firm, Mr. Mitchell not taking an active part, and conducted it through the disastrous business depression of 1893-6 in such manner as to result in substantial profit to the firm and to win the confidence of the business community in his sagacity and conservatism in handling large affairs. From 1894 to 1898 the firm acquired about 350,000,000 feet additional stumpage.

Jethro Mitchell died in 1895, at the age of seventy-eight years, at his home in Cincinnati, Ohio. His estate passed into the hands of his son, Jethro G. Mitchell, of Toledo, and Leroy Brooks, as executors and trustees for the estate, but Mr. McClure, by the terms of the copartnership, continued as manager of the business. In the summer of 1902 Mr. McClure received a proposition from Alger, Smith & Co., of Michigan, who had invested extensively in Minnesota timber property, for the purchase of the mill plant, logging railroad and remain-

ing timber interests of Mitchell & McClure in Minnesota. The offer was made at a figure that convinced Mr. McClure it was the proper opportunity to close out the manufacturing business of the firm. He negotiated the deal for his firm and when the sawmill shut down for the season in November, 1902, the manufacturing operations of Mitchell & McClure in the Mississippi Valley country came to an end.

Mr. McClure had time to look after other matters beside those of the old firm. In 1889-90 he was associated with four other Saginaw capitalists in the construction of the Cincinnati, Saginaw & Mackinaw Railroad from West Bay City and Saginaw to Durand, which subsequently was leased to the Grand Trunk System. In adjusting the business of Mitchell & McClure the lumbered lands of the firm in Gladwin County, Michigan, were turned over to Mr. McClure. These lands, comprising 23,000 acres, were placed on the market and disposed of.

Mr. McClure was president of the Handy Wagon Works, at Saginaw, and had been engaged in the banking business at Gladwin for a good many years. He was also a member of the real estate firm of A. J. Stevens & Co.

On February 5, 1868, Mr. McClure married Miss Helen A. Barnett at Piqua, Ohio. The couple had two children—Charles W. McClure, manager of the Handy Wagon Works, at Saginaw, and Clara B. McClure.





Samuel S. Johnson

An inborn determination to succeed with a body and brain that have no seeming limit of endurance constitutes a being worthy to stand in the front ranks of men. Such a one was Samuel S. Johnson, of San Francisco, California, whose success can be credited to nothing but his own force and ability, and whose eventful career was closed by death (August 27, 1906).

From the position of a boy of ten years old, without the guiding hand of parents, to earn a living for himself, in the leadership of one of the largest lumber corporations on the Pacific Coast, is a far cry; but that, in brief, is the story of Mr. Johnson's rise in the commercial world. The eminence was not gained by easy strides, but every step of the way was marked with the force and character of the man.

Mr. Johnson was born of poor parents in Otago County, Ontario, September 5, 1857, but only his infancy was spent on his native heath. His parents moved to the United States a few years after his birth and settled in Genesee County, Michigan. The family was large and it necessitated a struggle for the father to provide for all. Before the subject of this sketch was ten years old both his father and mother died and the children were left to shift for themselves. The boy, assisted by elder brothers, managed to eke out an existence and acquire some schooling at night before he grew to manhood.

Lumbering was the chief occupation of the men of the time in that section, and as a youth Mr. Johnson spent the winters in the lumber camps in the forests and the summers working about the sawmills. Several years were spent on the scenes of operation of the old firm of Ryerson, Hills & Co., of Muskegon, Michigan, where he gained a knowledge of the industry, from the felling of the tree to its passing as a finished product from the mill. He filled, in succession, nearly every



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From the position of a boy of ten years left, without the guiding hand of parents, to earn a living for himself, to the headship of one of the largest lumber corporations on the Pacific Coast, is a far cry; but that, in brief, is the story of Mr. Johnson's rise in the commercial world. This eminence was not gained by easy strides, but every step of the way was marked with the force and character of the man.

Mr. Johnson was born of poor parents in Glengarry County, Ontario, September 5, 1857, but only his infancy was spent on his native heath. His parents moved to the United States a few years after his birth and settled in Genesee County, Michigan. The family was large and it necessitated a struggle for the father to provide for all. Before the subject of this sketch was ten years old both his father and mother died and the children were left to shift for themselves. The boy, assisted by elder brothers, managed to eke out an existence and acquire some schooling at night before he grew to manhood.

Lumbering was the chief occupation of the men of the time in that section, and as a youth Mr. Johnson spent the winters in the lumber camps in the forests and the summers working about the sawmills. Several years were spent on the scenes of operation of the old firm of Ryerson, Hills & Co., of Muskegon, Michigan, where he gained a knowledge of the industry, from the felling of the tree to its passing as a finished product from the mill. He filled, in succession, nearly every

position in this business and remained with his first employers until 1879, when he connected himself with A. B. Watson, of Grand Rapids, Michigan, and looked after his cruising and logging for four years.

In 1883 Mr. Johnson went to Duluth, where he associated himself with the Barnhart Lumber Company, buying timber lands and superintending the logging and the manufacturing at Rice's Point, a Duluth suburb. When the Barnhart company sold out its business, two years later, he took charge of a mill at Barnum, Minnesota, for the creditors of Bliss & Elliott, managing it most successfully for five years and paying the creditors in full. To him it seemed a good proposition, and he effected its purchase and ran it for four years as a copartnership under the name of S. S. Johnson & Co., associated with him being John De Laittre, of Minneapolis, a lumberman and banker and member of the Bovey-De Laittre Lumber Company. Even through the financial troubles of 1893, when credits were limited and embarrassments were many, the operation was continued with profit.

Following the cutting out of the timber owned by the Johnson company, Mr. Johnson entered upon a broader career. With Mr. De Laittre a new enterprise was inaugurated—the building of a large sawmill plant at Cloquet, Minnesota, in which Justin Wentworth, of Bay City, Michigan, and George K. Wentworth, of Chicago, were interested also. The business was carried on under the name of the Johnson-Wentworth Company, and the corporation is well known in the white pine field today. The Wentworth holdings were bought by Mr. Johnson and his associates in 1899. November 15, 1902, the entire property was sold to the Northern Lumber Company and the Cloquet Lumber Company, of Cloquet, though Mr. Johnson remained as manager for a year.

The scene of Mr. Johnson's final and greatest success, however, was upon the Pacific Coast—the land of big things—where his character seemed most fitted to the surroundings. His entrance into the new field was January 1, 1904, when he

became a stockholder in the Scott & Van Arsdale Lumber Company as well as its president and general manager. This company was succeeded by the McCloud River Lumber Company—a \$4,000,000 corporation—the stockholders including such concerns as the Alexander Stewart Lumber Company, of Wausau, Wisconsin; Hixon & Co., La Crosse, Wisconsin; Curtis Bros. & Co., Clinton, Iowa, and the Carpenter-Lamb Company, Minneapolis, Minnesota.

As the head of this great enterprise, Mr. Johnson was constantly adding new laurels to those already obtained in the white pine field. The company in 1905 owned 200,000 acres of sugar pine and white pine timber lands in the valley of the McCloud River in Siskiyou and Shasta counties, northern California. From Upton, on the Southern Pacific Railroad, the McCloud River Railroad ran eighteen miles eastward to McCloud and up into the timber lands. The company had two sawmill plants and a box factory, with a capacity of 100,000,000 feet annually.

It was no small undertaking to direct the manufacture and sale of the product of such a concern as the McCloud River Lumber Company, but Mr. Johnson's policy was a successful one and met with the approval of the stockholders. In the standing timber, the mills, the railroad and the equipment had been invested a heavy sum of money by the stockholders, whose interests had to be conserved, and all of whom placed their faith in the ability of the president. Through his methods the product of the company found a ready market in nearly every city of the United States, and no small amount of lumber was shipped to Europe, Africa and Australia.

The original officers of the McCloud River Lumber Company were: S. S. Johnson, president and general manager; Crocker-Woolworth National Bank, treasurer; G. W. Scott, vice president; F. D. Madison, secretary.

Mr. Johnson was interested in timber lands in California in addition to directing the affairs of the company. He made a study of the timber of that section and was thoroughly

posted on the physical conditions of the immense tract owned by the concern. His wide experience in the manufacturing business was the basis of his intelligent direction of every detail of the business, from logging to sawing, and selling as well.

It was while living in Michigan in 1879 that Mr. Johnson chose as his life partner Miss Emma Gibbs, of Muskegon. The couple had two sons—S. Orie, born in 1881, and William Paul Johnson. The former was associated with his father in business, while the latter was in 1905 still pursuing his studies. The family residence is located in Berkeley, a beautiful residential section near San Francisco.

Conservatism was a feature of Mr. Johnson's life from the start. He was not one to rush through a business deal of importance without first weighing thoroughly all its elements, and his knowledge of lumber was so complete that he was seldom led astray in matters of judgment. He considered well the possibilities of each undertaking he encountered, and that everything he touched proved successful but demonstrated his ability and sound judgment. His conservativeness extended to the making of friends. He was not a man who was hard to approach, but the cementing of the ties of friendship came only after the test had proven satisfactory; and, once made, these ties were never broken.





Russell A. Alger

It is the glory of America that its opportunities are open to all, regardless of any inheritance of money, social station, or wealth. Out from obscurity, from the grip of poverty, from the struggles of a friendless boyhood it is possible to rise to the highest positions, if only the right stuff in native character and mental and physical fiber be there. The life of Gen. Russell Alexander Alger is an exemplification of this proud fact.

But he had good blood in him—his child of poverty and inheritor of a life of hardships and toil—for his grandfather fought in many battles of the American Revolution, while his father was among the pioneers in the woods of northern Ohio. In a little log house in a clearing in the township of Lafayette, Medina County, Ohio, Russell A. Alger was born, February 27, 1836, the son of Russell and Caroline Meadon Alger. The pinching poverty of the frontier, aggravated by long invalidism, burdened the struggling family, and the boy, Russell A., had to labor hard in its support. The mortgaged farm was lost through foreclosure; in that the parents died, followed soon after by the oldest child, a daughter; and so, when only twelve years old, the boy was left as the sole support of his younger brother and sister. He secured for each of the children a home, and then proceeded to make something of himself.

At first he worked for his board, clothing and schooling. At the age of fourteen years he "hired out" as a farmer for six months, at a wage of \$3 for the first month, \$4 for the second month and \$5 a month for the remainder of the term. Out of these scanty earnings he contributed to the needs of his brother and sister. Until he was twenty years old he continued to work as a farm hand at an increasing scale of wages, eventually earning \$20 a month.



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As he grew toward manhood he began to have aspirations. He realized that if he were to rise in life he must have an education. So, from 1850 to 1857, while working for wages, he managed to attend the fall and winter terms of school at the Richfield Academy, working for his board, clothing and tuition. In 1856-7 he taught school, and in the last-named year he became a student in the law office of Wolcott & Upson, in Akron, Ohio. Three years later he was admitted to the bar.

In 1860 Mr. Alger, having borrowed a little money, engaged in the lumber business at Grand Rapids, Michigan, in partnership with Calvin Goddard. This venture was not a success.

The Civil War commanding the services of patriotic men, he enlisted as a private in the Second Michigan Cavalry, but went to the front as captain. For gallantry in action at Booneville, Mississippi, July 1, 1862, he was made major. October 18, 1862, he was made lieutenant colonel of the Sixth Michigan Cavalry, and February 28, 1863, colonel of the Fifth Michigan Cavalry. He was severely wounded at Boonsboro, Maryland, July 8, 1863, served with Sheridan in the Shenandoah Valley and was the leader in a number of dashing actions. His brilliant service was commended in official reports and after he was mustered out, on June 11, 1865, he was brevetted Major General of Volunteers, for gallant service in action.

When the war was ended General Alger established his residence in Detroit, where he entered into partnership with Stephen and Franklin Moore under the style of Moore, Alger & Co., the firm engaging in the purchase and sale of pine lands. Subsequently the firm became Moore & Alger, and began to produce long timber. Beginning on Black River, its logging operations were in Alcona and Iosco counties. Later, the center for collection of product and shipment was at Harrisville, on Lake Huron. Eventually a railroad was built to reach timber remote from Black River. At length the firm name was changed to Alger, Smith & Co. It owned large tracts of timber land in the two counties named, and handled long timber in rafts to the amount of 75,000,000 feet a year,

including large amounts of masts and spars, which were disposed of in this country and in Europe. A part of the outfit was a sawmill, built in 1880, situated on Black River, and another one was operated at Ossineke.

About 1882 the Manistique Lumber Company was formed by the Alger interests for operating in logs in the upper peninsula of Michigan. The company owned large tracts of land in the valley of the Manistique River. The headquarters of the concern were at Seney, Schoolcraft County, and, coöperatively with the Manistique Lumber Company's operations in logs, the Grand Marais Lumber Company was formed, which bought the Burt & Gamble mill at Grand Marais, on Lake Superior, and thither diverted many of the logs from the upper Manistique region. While these Upper Peninsula enterprises were proceeding, the Alger interest invested in Canadian timber limits, and operated a mill in the region north of Lake Huron.

In 1898 Alger, Smith & Co., having acquired extensive tracts of pine land in the Duluth district, incorporated and proceeded to build the Duluth & Northern Minnesota Railroad, which penetrated the firm's lands in Lake and St. Louis counties. In the following year the firm purchased the Knox mill at Rice's Point, Duluth, which had a capacity of 50,000,000 feet, subsequently increased. The railroad at first dumped the logs derived from the company's lands into Lake Superior, at Two Harbors, from whence they were towed in rafts to the Rice's Point mill. In 1905 the firm bought the pine holdings of the Schroeder Lumber Company in Lake and Cook counties, Minnesota, estimated to have 125,000,000 feet of stumpage. An extension of the Duluth & Northern Minnesota Railroad was projected to reach Cross River, a distance of forty miles, making the entire length of the road seventy-five miles, with a connection with the Canadian Northern Railway.

General Alger is identified with the Alger-Sullivan Lumber Company, incorporated in 1900, with a capital of \$300,000. The company operates a large mill at Century, Florida, and

one at Foshee, Alabama. The company owns 270,000 acres of timber land in Alabama, and a logging railroad thirty-five miles long. General Alger is the owner of large tracts of timber land on the Pacific Coast, and is interested in iron mines, and also in monetary institutions in Detroit. He was a director in the United States Express Company, and has been identified with other special interests.

General Alger has been a Republican since the birth of the party in 1856. In 1884 he was elected delegate to the national convention at Chicago, and in the same year was elected Governor of Michigan. At the Republican National Convention in 1888 the name of Russell A. Alger was among the more prominent that appeared in the list of nominations for the presidency; and as ballot after ballot was taken his strength increased to 145 votes, when, on the sixth ballot a break was made in the line of his followers, and General Benjamin Harrison, the second choice, was nominated. General Alger headed the list of Michigan electors who cast the vote of that State for Harrison in the electoral college.

In 1897 General Alger was appointed Secretary of War by President McKinley, and continued in that office until August 1, 1899, covering the trying period of war between the United States and Spain. On September 27, 1902, Governor Bliss appointed him United States senator for Michigan, to fill the vacancy caused by the death of Senator James McMillan. He was elected as senator for Michigan in January, 1905. General Alger was elected Commander in Chief of the Grand Army of the Republic in August, 1889. He is a member of the Loyal Legion, of the Union League Club, of New York City, and the Ohio Society, of New York.

General Alger married Miss Annette Henry, of Grand Rapids, Michigan, April 2, 1861. Of their nine children five are still living, namely, Caroline, wife of Henry D. Sheldon, of Detroit; Fay, wife of William E. Bailey, of Harrisburg, Pennsylvania; Frances A. Alger; Russell Alger, Junior, and Frederick M. Alger.





David J. Batchelder

Aggressiveness controlled by conservatism and tempered by kindness was a characteristic of David James Batchelder, of Clinton, Iowa, who was, for more than a generation, a prominent factor in the lumber industry of the Mississippi Valley, prior to his death on November 2, 1904. His life was one of well-spent effort, and, besides the material success that came to him, he was rewarded by the esteem in which he was held by his associates and by the community at large. From early life he toiled to realize his ambitions, and many years before he had reached the end of his journey he had made his name prominent not only in his immediate vicinity but throughout the extended territory covered, in one way or another, by his operations.

David James Batchelder was born in Peacham, Vermont, July 6, 1825, and was the eldest of fifteen children, three of whom survive him. His father, Ebenezer Pitman Batchelder, was a tiller of the soil, and as a boy the son worked in the fields in the summer, lending a helping hand toward the support of the large family. His mother was Hannah Sias. His history was like that of many other sturdy young Americans who seized every opportunity to better their condition. During the winter months, when comparatively little work was to be done about the farm, the lad attended the district school and picked up the rudiments of an education.

When he had reached his majority he moved from the farm at Peacham to St. Johnsbury, Vermont, and secured employment at the manufacturing plant of the Fairbanks Scale Company. But there was not the opening for advancement such as young Batchelder desired and, while conscientiously performing the tasks assigned to him, he nevertheless kept looking about for a chance to better himself.



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It was not until 1852 that an opportunity arose for him to go farther out into the world to search for success. In that year he went to Peoria, Illinois, where he became interested in coal mines, in which business he continued with considerable success until 1859. Then he became a lumberman, following this industry for the remainder of his life. Moving from Peoria, he went to Osage, Iowa, and secured an interest in a small sawmill which he began to operate. This business he continued for four years, in which time he gained a thorough, practical knowledge of lumber manufacture. Gold mining claimed his attention and he went to Colorado and engaged in mining for a little more than two years.

But he had become imbued with the spirit of lumbering in the several years he had put in at the mill at Osage, and in 1862 he returned to Iowa and eventually became superintendent at Clinton of the operations of W. J. Young & Co. He held this position for eight years and had the satisfaction of seeing the business grow to large proportions. It was in 1870 that he became connected with the Clinton Lumber Company, remaining with that concern for nearly four years.

In the spring of 1874 Mr. Batchelder moved to Lyons, Iowa, which change marked the branching out of his enterprises upon a larger scale. With L. B. Wadleigh and E. P. Welles he purchased and reconstructed the old Haun sawmill, putting in rotaries and a gang with 60,000 feet capacity. The trio operated under the firm name of Wadleigh, Welles & Co., and this firm continued without change in its personnel until 1879, when it was succeeded by Welles, Gardiner & Co., Mr. Wadleigh selling his interest to his partners and to Stimson B. Gardiner and his two sons, Silas W. Gardiner and George S. Gardiner. E. P. Welles sold out to the other partners in 1880. C. F. Welles purchased an interest in 1881 and the firm was incorporated as Gardiner, Batchelder & Welles, with a capital of \$200,000. Mr. Batchelder was first vice president of the concern after its incorporation, but later became its president and remained in that position until the business was discon-

tinued in 1894 through the exhaustion of the timber holdings of the institution. In 1881 a second mill was built, in 1887 the original mill was greatly enlarged, so that the concern had an annual capacity of 40,000,000 feet of lumber and 10,000,000 shingles. An immense planing mill was built in 1887.

Following the end of the business of Gardiner, Batchelder & Welles, Mr. Batchelder, in 1895, turned his attention to another field. He established at Clinton a factory for builders' hardware, which gave employment to from fifty to 150 persons. This proved a very successful venture.

By no means did Mr. Batchelder lose interest in the lumber business. His years of manufacturing in Iowa had given him an insight into the demands of that section and the possibilities of increasing trade in the various localities. Being a man of capital he found opportunities of investing it and, at the same time, of assisting other men in the same line of industry by connecting himself with various retail lumber yards throughout western Iowa.

With the depletion of the supply of timber for that famous white pine manufacturing section about Clinton, Mr. Batchelder investigated timber property in several of the states of the great south country, and made investments in that section, where, in recent years, so many of the old white pine men have become operators. In addition to these timber holdings Mr. Batchelder became interested financially in several extensive lumber manufacturing plants.

His banking interests in the city where he made his home and where he was a much respected citizen were very large. He was president for many years of the First National Bank, of Lyons and was also executive head of the Lyons Savings Bank. Both of these institutions, under his able administration of their affairs, prospered, as did everything else to which he gave his time and attention. His advice on all questions of finance was eagerly sought by his associates in every enterprise because of his wide knowledge of men and affairs.

Loyalty to the interests of his home city was a marked

characteristic of Mr. Batchelder all through his business life. There was never a project for the advancement of the city as a commercial center, or for the welfare of its citizens, to which he did not stand ready to render all the aid that was in his power. Not only was he willing to give his advice as a citizen, but also to give largely of his means to every worthy object that was brought to his attention. The policy of doing good by suggestion or advice as well as through substantial aid was followed in his dealings with his employees. To the men whose names were on his pay roll he stood as much in the relation of friend as in that of employer.

Mr. Batchelder married Miss Loranda McFarland at Concord, Vermont, May 13, 1851, with whom he lived happily until her death, September 1, 1904. Their four living children are Mrs. W. B. Webb, Mrs. F. B. Ogden and Mrs. C. P. Wilder, all of Chicago, and D. J. Batchelder, Junior, secretary and treasurer of the Pearl River Lumber Company, Brookhaven, Mississippi.





Edwin P. Welles

Worthy to rank among the pioneers of the lumber industry of the upper Mississippi Valley, though chronologically he entered the field a little later than the pioneers, was Edwin Pillsbury Welles, of Minneapolis, Minnesota. He had the strong mentality and the rugged constitution necessary to those who would do pioneer work, and he was prominent in northern pine manufacture during nearly two generations and until his death, which occurred October 24, 1904. He accepted no old age retirement, for, after operating along the Mississippi River for many years, Mr. Welles, as treasurer of the Brainerd Lumber Company, of Brainerd, Minnesota, and Minneapolis, continued until his death actively engaged in the industry in which he had made himself a factor.

Much of a man's success in life may be attributed to the stock from which he came, and, perhaps, heredity had something to do with Mr. Welles' achievements. The Welles family was an old and highly respected one in New England. Names of its members are found on more than one record of honor of the early days when this country was in process of formation. On his father's side Mr. Welles descended from Thomas Welles, who came over from England to Connecticut in 1635 and was the third Governor of that colony. He purchased his home at Wethersfield, Hartford County, Connecticut, from the Indians. At this old homestead resided six generations of the family, E. P. Welles belonging to the seventh. Mr. Welles' mother was a Pillsbury, a family which figured prominently in New Hampshire from the early colonial days.

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the common schools and later an excellent academy in his home town. Before he was twenty years of age he began his commercial career by taking charge of a hardware store at Hartford for a short time. He became imbued with the idea that greater opportunities for a young man were to be found in what was then termed the far West. So, in 1855, he left his native state in company with his oldest brother, Leonard R. Welles, went to Sandusky, Ohio, and engaged in the hardware business, a line with which both young men were familiar. Mr. Welles remained there less than a year, and in 1856, at the time of the completion of the Chicago & North-Western Railway as far west as Fulton, Illinois, on the bank of the Mississippi River, he went to Fulton and there also took up the hardware business, his brother Leonard returning to the East. For several years he remained at Fulton, but when the North-Western Railway had been extended as far west as Marshalltown, Iowa, he went there and started a hardware house, remaining until 1866.

That year marks the entry of Mr. Welles into the lumber business, in which he was, within a short time, to take a leading part. From Marshalltown he returned to Fulton, and, in company with W. P. Culbertson, engaged in the manufacture and retailing of lumber. Three years later he sold out at Fulton and moved to Clinton, Iowa, where he made his home for many years. He bought an interest in the Clinton Lumber Company, which was carrying on a business of manufacturing white pine lumber, and became its secretary and treasurer. A. P. Hosford was at that time president of the company. During the four years that Mr. Welles was an officer of the Clinton Lumber Company, the Mississippi River Logging Company was organized by Frederick Weyerhaeuser and others, and in it the Clinton Lumber Company took an interest. Mr. Welles disposed of his stock in the Clinton company in 1873, and afterward joined with L. B. Wadleigh and D. J. Batchelder in organizing Wadleigh, Welles & Co., which began manufacturing lumber at Lyons, now a part of Clinton, Iowa.

In 1879 Mr. Wadleigh sold his interest in it to Mr. Batchelder, Stimson B. Gardiner and his two sons, Silas W. and George S. Gardiner, and Mr. Welles. The name of the firm was changed to Welles, Gardiner & Co., and as such it carried on a manufacturing business in lumber until 1880. In that year Mr. Welles sold his interest to his associates. Charles F. Welles joined the firm in 1881, after which the business was conducted as Gardiner, Batchelder & Welles. For fourteen years Mr. Welles had actively engaged in the manufacturing of lumber, but from 1880 until 1894, another period of fourteen years, he had no active connection with lumber manufacture except that he operated the Western mill at Fort Madison, Iowa, during 1881.

The next few years Mr. Welles devoted largely to travel, but maintaining his interest in the lumber industry, he associated himself in the early '80's with John H. Queal, who shortly before had formed the house of J. H. Queal & Co. and had begun operating a line of retail yards. Mr. Welles kept his interest in this company until 1892. During this time J. H. Queal & Co. had extended their business until they ranked among the largest operators of line yards in the country.

Leaving Clinton in the spring of 1894, Mr. Welles left the city where he had lived for twenty-four years to go to Minneapolis. In connection with C. S. Alden, of Clinton, his brother, Charles F. Welles, and George H. Cook, of Minneapolis, he organized the Brainerd Lumber Company. During the first few years of his residence in Minneapolis Mr. Welles was much occupied in the building of the Brainerd & Northern Minnesota Railroad, which was started at Brainerd, Minnesota, and extended northwesterly through the pine forests along the shores of Leech Lake to Bemidji and beyond. For two years, while the work of construction was going on and a strong and active mind was needed to administer it, Mr. Welles was president of the company. The railroad is now operated by the Northern Pacific Railway Company as the Minnesota & International Railroad.

When the Brainerd Lumber Company was organized, with headquarters in Minneapolis, it bought the big sawmill plant of the then defunct Northern Mill Company, at Brainerd, together with standing white pine timber, and entered into a long term contract for more timber to supply the Brainerd plant. The mill, although almost new, was rebuilt and put in excellent running order, and during the last eleven years has manufactured approximately 60,000,000 feet of lumber annually. Active in the management with Mr. Welles was his brother, Charles F. Welles, the president of the Brainerd Lumber Company.

While a resident of Clinton Mr. Welles helped organize the City National Bank and became its vice president. He also assisted in the organization of the People's Trust & Savings Bank, of Clinton, of which he was a director for several years. He was interested in other financial institutions, being a director of the First National Bank, of Minneapolis, and of the Minnesota Loan & Trust Company, of Minneapolis, at the time of his death.

Mr. Welles' family life was an ideal one. He married, March 24, 1857, Miss Isabelle Griswold, a friend of his boyhood days, at the old home at Wethersfield, Connecticut. They had two children, both now grown and married: Mary Alice Welles, wife of W. S. Coan, cashier of the Clinton National Bank, and Florence Welles, wife of Elbert L. Carpenter, secretary of the Shevlin-Carpenter Company, of Minneapolis.





Silas W. Gardiner

To those who achieve the world renders homage. It appreciates, first, what the individual has done for others; second, what he has done for himself. The ease with which men for the line can be assembled is contrasted with the difficulty of securing competent commanders. Those who painstakingly have labored to equip themselves and are capable of directing others are much in the minority and are not easy to find. But such a man is found in Silas Wright Gardiner, of Clinton, Iowa.

He is of the eighth generation of a family founded in America by Lieut. Lion Gardiner, "an engineer and master of works and fortifications" of the English army, who landed at Boston, November 28, 1635. From that time until this the family has borne a worthy part in social, political and industrial affairs.

Silas W. Gardiner is a son of the late Abraham H. Gardiner, one of the veteran lumbermen of Clinton and Lyons, Iowa. The latter was born in western New York and shortly after his marriage at Penn Yan, New York, in 1844, in company with Chancy Lamb and wife moved to near Mount Carroll, Carroll County, Illinois. It was on the Illinois prairie, August 20, 1846, that a son was born who was christened Silas Wright. Receiving an offer of a good situation from a friend in Penn Yan, Mr. Gardiner, with his family, returned there in the spring of 1847.

It was in Penn Yan that the future assistant director in large lumbering enterprises spent his youth and received his education. When he reached young manhood's estate his father had charge of a small sawmill and also a mill for grinding hard plaster. During his minority Silas W. Gardiner was employed a part of his time working in these mills. He attended the



SILAS W. GARDINER

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To those who achieve the world renders homage. It appreciates, first, what the individual has done for others; second, what he has done for himself. The ease with which men for the line can be assembled is contrasted with the difficulty of securing competent commanders. Those who painstakingly have labored to equip themselves and are capable of directing others are much in the minority and are not easy to find. But such a man is found in Silas Wright Gardiner, of Clinton, Iowa.

He is of the eighth generation of a family founded in America by Lieut. Lion Gardiner, "an engineer and master of works and fortifications" of the English army, who landed at Boston, November 28, 1635. From that time until this the family has borne a worthy part in social, political and industrial affairs.

Silas W. Gardiner is a son of the late Stimson B. Gardiner, one of the veteran lumbermen of Clinton and Lyons, Iowa. The latter was born in western New York and shortly after his marriage at Penn Yan, New York, in 1844, in company with Chancy Lamb and wife moved to near Mount Carroll, Carroll County, Illinois. It was on the Illinois prairie, August 20, 1846, that a son was born who was christened Silas Wright. Receiving an offer of a good situation from a friend in Penn Yan, Mr. Gardiner, with his family, returned there in the spring of 1847.

It was in Penn Yan that the future associate director in large lumbering enterprises spent his youth and secured his education. When he reached young manhood's estate his father had charge of a small sawmill and also a mill for grinding land plaster. During his minority Silas W. Gardiner was employed a part of his time working in these mills. He attended the

public schools and local academy, finishing with the latter when he was sixteen years old. His first responsible post was secured in 1863, when he performed the duties of assistant postmaster at Oil City, Pennsylvania. In the winter of 1864-5 he supplemented his education by a course in the Eastman College at Poughkeepsie, New York.

Meeting with financial reverses at Penn Yan in 1866, he and his father decided to see if better opportunities existed in the then rapidly developing western states. They reached Chicago in the latter part of the year, and Silas W. Gardiner secured a position in the office of Rogers Bros. & Co., a commission concern, and later with the insurance agency of Holmes Bros. & Co., where he remained during his stay in Chicago.

His father's old friend, Chancy Lamb, in whose company he had moved to Illinois in 1844, had located at Clinton, Iowa, and engaged in the manufacture of lumber. In April, 1867, his father went with the family to Clinton and secured a position as yard superintendent with C. Lamb & Son, and in April, 1868, Silas W. joined the rest of the family at Clinton.

Soon after Mr. Gardiner located in Clinton, Iowa, C. Lamb & Son bought an interest in what afterward was known as the Lamb, Byng Lumber Company, with a mill in the southern part of Clinton. Opportunity to invest in this concern was presented to Stimson B. and Silas W. Gardiner. Their interest in the Lamb, Byng Lumber Company was retained until 1877, when it was sold to C. Lamb & Sons.

At that time the firm of Wadleigh, Welles & Co., in which were interested L. B. Wadleigh, E. P. Welles and D. J. Batchelder, was operating a mill at Lyons, Iowa, now a part of Clinton. Mr. Wadleigh desired to close out his holdings in this firm, which were bought by Stimson B., Silas W. and George S. Gardiner, and the name of the concern was changed to Welles, Gardiner & Co. The mill was of moderate capacity, and two or three years after the organization of this firm a new mill was put up. In 1881 Charles F. Welles was taken

into the firm, the name being changed to Gardiner, Batchelder & Welles and the organization incorporated. The firm was not primarily a timber owning concern, although it had acquired and used a large amount of white pine timber along the Black and Chippewa rivers in Wisconsin and also several large tracts in Minnesota. Production at the Lyons plant was 35,000,000 to 40,000,000 feet annually.

When the Gardiners looked about for new fields their attention was attracted by the vast pine timber resources of Mississippi. In 1890 a tract of timber land in Jones County, Mississippi, was bought, which purchase included a small mill at Laurel. This was the beginning of the great yellow pine manufacturing concern of Eastman, Gardiner & Co. The original purchase was 20,000 acres, which has been added to from time to time until the company today owns a very large tract of yellow pine timber. With the increase in timber holdings the capacity of the mill has been enlarged and from an output of 20,000,000 to 25,000,000 feet a year in 1894 it has been extended and better equipment provided so that the product now is 60,000,000 to 64,000,000 feet annually.

Those interested in the firm of Eastman, Gardiner & Co. are Silas W., his brother George S., his son Phillip S. Gardiner, and Lauren C. Eastman, a brother-in-law. Since the firm has been in business 40,000 to 50,000 acres have been cleared of timber, some of which, however, represents timber rights only. The firm now owns 12,000 to 15,000 acres of cutover lands which are suitable for agricultural and horticultural purposes.

Mr. Gardiner's life has not been without its trials and its disappointments. In September, 1878, in alighting from a moving train at Clinton, Iowa, his legs were crushed so that amputation was necessary, and during the last twenty-seven years he has had to deny himself some of the pleasures of an active life. Therefore, while taking an active interest in the operations of Eastman, Gardiner & Co., he has been forced to content himself to some extent with paper accounts of the

firm's operations. His affliction has turned his attention to important political, economic and industrial questions and he is from time to time a contributor to debates on questions of current interest. He has always taken as active a part in social and political affairs as the business demands upon his time permitted. His interest in political matters made him the choice of his district for state senator in 1892, when he was elected as a Democrat to succeed the Hon. P. B. Wolfe. His interest in local affairs is illustrated by his selection as director of the public schools at Lyons, Iowa, for seven years. Mr. Gardiner has been since 1896 an adherent of the Republican party in national politics and a vigorous champion of the policies on which he based that allegiance.

Mr. Gardiner married Miss Louisa C. Henkel, November 9, 1870. Of this union four children were born. The eldest, Phillip S. Gardiner, now is general manager of the plant of Eastman, Gardiner & Co., at Laurel, Mississippi. Elizabeth Louisa, the second child, is now Mrs. Arthur J. Cox and lives in Iowa City, Iowa. Mary Jeanette, now Mrs. Frank J. Wisner, lives at Laurel. Charlotte Margaret, the youngest child, is attending the Mount Vernon Seminary in Washington, D. C.

Mr. Gardiner has two homes, one at Clinton and the other at Laurel. Each of these shows in some measure the character of the owner in that both contain fine libraries and many beautiful pictures and other works of art.

He is a member of the Sons of the Revolution as a descendant of the Genung-Ganong family, a member of the Society of Colonials as a Gardiner, a thirty-third degree Scottish Rite Mason and a Knight Templar, a Shriner and a Hoo-Hoo. He has been active and influential in lumber association work, and in 1897 he was a member of the executive committee of the original National Lumber Manufacturers' Association, organized to assist in securing a protective duty on lumber.





William Huttig

No matter how great the obstacles to be overcome, no matter how unfitted by former training and education, no matter how alien the surroundings to previous environment, some men win success in the face of all of these. To succeed under such adverse conditions requires a character of sterling quality, coupled with industry, and the ambition necessary to carry one to the goal. Among those who have so fought and won is William Huttig, of Muscatine, Iowa, one of the recognized leaders and influential factors in the development of that important adjunct to the lumber business, the sash and door industry.

William Huttig was born February 7, 1836, at Jena, Saxe-Weimar, Germany, a town famous in Old World history as a battlefield and as the seat of a famous university which numbered among its instructors such intellectual lights as Schiller, Fichte and Humboldt. He was one of a family of five children, having three older brothers and a younger sister. Showing a marked talent for music when young, he was given a good education in that art, studying under well-known musicians of the time, and completing his course at Leipzig, at the age of nineteen years.

At this time he made up his mind to come to America, and in 1855 settled in Muscatine, Iowa. The crudeness of the then unsettled western plains formed a sharp contrast to the classic atmosphere of his native town. His first two years in the new country were discouraging ones, as his musical education was of little use to him in this mercantile region. So disheartened did he become that he considered returning to Europe, and he followed the trade of a musician for the purpose of securing passage money. Before he had accomplished his purpose his prospects brightened. He secured some pupils



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in music and became the director of the orchestra and leader of the brass band in Muscatine. When the Civil War broke out he organized a band to accompany the Thirty-fifth Iowa Infantry to the front, but he got no further than Camp Strong, as an order was issued discharging regimental bands, and he was compelled to return home with his organization.

His first venture in a business way was in a grocery store. Shortly after starting this enterprise he admitted his brother Fred as a full partner, the firm style being Huttig Bros., a name which has become known from one end of the Mississippi Valley to the other. Mr. Huttig's business instincts were developing the while, and, in 1868, he and his brother opened a retail lumber yard in Muscatine. The yard was carried on for two years and then discontinued because it did not afford the two men sufficient scope for their ability. A wider field presented itself in the sash, door and blind business, and the firm engaged in this line. In 1879 the business was incorporated, with Fred Huttig, president; William Huttig, manager and treasurer; E. Lumpe, vice president, and Richard Cadle, secretary. A mammoth plant for the manufacture of sash, doors and blinds was built.

In 1883 was incorporated the Western Sash & Door Company, of Kansas City, with William Huttig as president, and two years later the Huttig brothers established the Huttig Sash & Door Company, of St. Louis, having admitted Charles H. Huttig into partnership. William Huttig's successful handling of his business gave him prominence in the financial world, and he was called upon frequently to head important projects and to become a leader in various enterprises.

In 1887, in company with his brother Fred and a number of liberal Republicans and Democrats of Muscatine, he organized a stock company and began, in December, to publish a daily and weekly paper called the Muscatine *News-Tribune*. Mr. Huttig was elected president of this company and filled the office for two years.

In the following year the business men of the town, realiz-

ing that property was increasing in value, organized the Muscatine Real Estate Company and made Mr. Huttig its president. With this business revival a board of trade became a necessity, and in the same year one was organized, with Mr. Huttig at the helm. He was in charge of the Ashton Flour & Feed Company, also, which came into existence during this period. His presidency of the board of trade lasted until 1894. In the following year he was elected to a position on the school board, and in May, 1896, was reelected and chosen president. When the project of building a bridge over the Mississippi River at Muscatine was advocated, Mr. Huttig was chosen one of the promoters and, upon the formation of a company, he was selected as the chief executive.

When Oklahoma Territory was opened, Mr. Huttig saw a rich opportunity for business, and he formed the Oklahoma Lumber & Grain Company, which established three yards in the Territory. He was made president of the company and directed its affairs. Besides these interests, Mr. Huttig was prominently identified with the organization of the Muscatine Street Car Company, which is now the Muscatine Citizens' Railway & Lighting Company; assisted in launching the Muscatine Oatmeal Company, and was in a large measure responsible for the promotion of the Muscatine Terra Cotta Lumber Company. Of the last two concerns he was president for a long time.

William Huttig's only son, Harry W., assumed charge of the Muscatine sash, door and blind plant in 1890, the name of the company having been changed from Huttig Bros. to the Huttig Manufacturing Company, and in 1891 this concern started the Huttig, Moss Manufacturing Company, of St. Joseph, Missouri, of which Harry W. Huttig is president; William Huttig, vice president and treasurer, and F. J. Moss, general manager. The following year the same men incorporated a cypress company, known as the Huttig-Moss Lumber Company, for \$500,000, with a paid up capital of \$250,000. The officers of the company are H. W. Huttig, president;

William Huttig, treasurer, and F. J. Moss, secretary and manager. The site for the sawmill was selected at Napoleonville, Louisiana.

William Huttig is treasurer of the American Sash & Door Company, organized about the middle of 1905, which took over, early in 1906, the plants, equipments and stock of Huttig, Moss Manufacturing Company, St. Joseph, Missouri, and the Roach & Kienzle Sash & Door Company, Kansas City, and had options on a number of other plants. F. J. Moss is president and general manager; H. W. Huttig, W. L. Roach and Henry Krug, vice presidents, and Ed. H. Kienzle, general secretary.

Mr. Huttig married Miss Catherine Becker, of Muscatine, August 6, 1861. The living children of this union are Anna, the wife of C. Haney, editor of the Newark *Evening News*, and Harry W., manager of the Huttig Manufacturing Company. Mr. Huttig is a Mason of high degree, an Odd Fellow and belongs to the Knights of Pythias, as well as being a member of the Knights of Honor of the United States, having twice had the distinction of being elected grand dictator of that order for Iowa.

In manner Mr. Huttig is quiet, almost to reticence, yet of a social nature. He is entirely unaffected, his personal accomplishments and his business achievements not having taken from him that pleasing simplicity which is his by nature. He has taken much interest in the sash and door organizations and his counsels have been valued because of his native business acumen and wide experience.





John MacNeil Sherfey

In the present day of ambitious career it is a rare thing to find a man who has been content to remain from boyhood to old age in one place and chase away all of his success and center all of his ambitions, but such is the case with John MacNeil Sherfey, of Burlington, Iowa. As the head of one of the great wholesale lumber concerns of the Mississippi Valley he has not only acquired himself well, but from boyhood to mature age he has been an example of the steadiest, honorable man of business and citizen.

John MacNeil Sherfey was born December 2, 1832, near Hagerstown, Maryland, west of the famous Blue Ridge Mountains. His father, Solomon Sherfey, was born at Gettysburg, Pennsylvania, January 26, 1796, of German parentage. His mother, Catherine MacNeil, was born at Harper's Ferry, Virginia (now West Virginia), October 21, 1797, her father being of Scotch-Irish descent. His lineage springs from nationalities that have contributed much to the advancement of the United States, and he has inherited both conservatism and energy from his ancestors.

In the spring of 1834, when John was three years old, the family migrated to Tipton County, Indiana, where the boy attended his first school, which proved to be only a half term because of an accident to him. Three years later the family moved to Burlington, Iowa, and there resided for the Mr. Sherfey's migration. In the spring of 1841 the family located at a mill site on the First River, some miles south of Burlington, and there the elder Sherfey took a speciality in the manufacture of hardwood lumber. At this point John Sherfey spent his boyhood days, helping up the mill runs in summer and attending the district school during the three winter months. This common schooling was all the advantage which



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In the present day of ambitious unrest it is a rare thing to find a man who has been content to remain from boyhood to old age in one place and there attain all of his success and center all of his ambitions, but such is the case with John MacNeil Sherfey, of Burlington, Iowa. As the head of one of the great wholesale lumber concerns of the Mississippi Valley he has not only acquitted himself well, but from boyhood to mature age he has been an example of the steadfast, honorable man of business and citizen.

John MacNeil Sherfey was born December 2, 1831, near Hagerstown, Maryland, west of the historic Blue Ridge Mountains. His father, Solomon Sherfey, was born at Gettysburg, Pennsylvania, January 26, 1799, of German parentage. His mother, Catherine MacNeil, was born at Harpers Ferry, Virginia (now West Virginia), October 28, 1806, her father being of Scotch-Irish descent. His lineage springs from nationalities that have contributed much to the citizenship of the United States, and he has inherited both conservatism and energy from his ancestors.

In the spring of 1834, when John was three years old, the family migrated to Tippecanoe County, Indiana, where the boy attended his first school, which proved to be only a half term because of an accident to him. Four years later the family moved to Burlington, Iowa, and there ended for life Mr. Sherfey's migrations. In the spring of 1838 the family located at a mill site on the Flint River, three miles north of Burlington, and there the elder Sherfey built a sawmill for the manufacture of hardwood lumber. At this spot John Sherfey spent his boyhood days, helping on the little farm in summer and attending the district school during the three winter months. This common schooling was all the pedagogic tuition

he ever enjoyed, but he acquired a good education in the school of practical experience that seems to have been sufficient for his success in life. After he had grown to be a sturdy youth he assisted in the work of cutting logs and hauling them to the mill, as well as in running the manufacturing part of the business, and thus he gained a knowledge of the making and handling of lumber.

Leaving the farm and mill on the Flint River in September, 1852, Mr. Sherfey obtained employment in the lumber yard of E. D. Rand & Co. This yard was then supplied with lumber that was manufactured by Carson & Eaton, on the Eau Galle River, a tributary of the Chippewa River, in Dunn County, Wisconsin. The lumber was forwarded to Burlington in rafts, as were all of the river-sawed products destined for middle river markets, at that time and subsequently. His first work in the yard was measuring lumber and learning the art of grading, and it was not long before he was taken into the office and there initiated into that department of the business. In 1866, fourteen years after his introduction as a tally boy, he was admitted to partnership in the firm, which then consisted of E. D. Rand, William Carson and Henry Eaton.

In 1879 the Rand Lumber Company was incorporated, and Mr. Sherfey was chosen its vice president, which meant also the active management of the concern. He served in this capacity until 1887, when E. D. Rand, the president of the company, died and Mr. Sherfey was elected to fill that position, which he continues to hold at the present time. The Rand Lumber Company has never operated a sawmill, either at Burlington or in the pine regions of the North, its yard stock having been supplied from Eau Galle, Chippewa Falls, Eau Claire, all in Wisconsin, and other producing points, until the mills upon which the company relied had been from time to time closed out. Thereafter the company bought standing timber and converted it into logs, or bought the logs outright; in either case having the logs sawed into lumber at mills on the St. Croix River or elsewhere.

When the Burlington & Missouri River Railroad was in process of construction, E. D. Rand & Co. followed the completion of the line with the establishment of branch retail yards at suitable points on the road, which greatly enlarged the firm's business. After the incorporation of the Rand company a like policy was pursued in respect to other railroads west of the Mississippi River. Within recent time the company has been looking forward to closing out its branch yards because of the diminishing supply of lumber in the North.

Mr. Sherfey has seen the lumber trade of Burlington grow from one in which all stock was delivered by wagon, because there was no other means of land transport, to the distribution of lumber over the immense network of railroads that covers the section of country in which his company does business. Since associating himself with the yard trade he never has had any connections with the lumber trade aside from those that were enterprises of his own company. In making investments he always has considered the welfare of his home city as paramount, and has endeavored to encourage its growth and prosperity. He has ventured outside of the lumber business in one particular; he is the principal stockholder and president of the Derby Mill & Elevator Company, of Burlington, which operates a grain elevator and flour mill, coal yard, planing mill and sash and door factory. But such a combination of interests is common with lumber dealers throughout the West and cannot be called a special departure from the course of an ordinary lumber business.

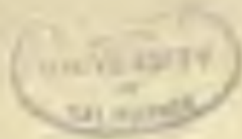
Mr. Sherfey, October 31, 1858, married Miss Mary Rand, daughter of E. D. Rand, then his employer—a happy combination of love and business. The offspring of this union were five daughters and two sons, of whom four daughters still are living. These are Mrs. Thomas Wilkinson, of Burlington; Mrs. John H. Kendall, of Watertown, Massachusetts; Mrs. H. W. Chittenden, of Burlington, and Ruth Carter Sherfey, still at home with her parents.

Mr. Sherfey is a man whose pleasures and recreations are

found at home among his trees and with his family, including his children and grandchildren. He spends some of his time in driving about the country and in traveling to points of interest. He has no fads and belongs to no clubs or secret societies, though he is a churchman. One of his cardinal doctrines is that every one should have a fair show in life. He attributes his success to sticking to the business he selected for himself, even though at times conditions and outlook were discouraging. He believed in setting the face forward, weakening at no obstacle, in the full belief that success would be the ultimate result. His life as a whole has been an example of the safe and sane career.







Christian Mueller

The United States has greatly benefited by the accession of men who, driven from their native lands by the restrictions of an old civilization or of despotic governments, have sought on its shores a scope for their energies and an object for their patriotism denied them in the lands of their nativity. These strangers, many of them Germans, seeking here home and happiness, have done much toward uplifting both the material and moral welfare of the nation and contributing to its stability, going so far as to offer their lives upon the altar of their adopted country. A man of this sterling quality and worth, whose name and fame did not perish with his death, was Christian Mueller, of Davenport, Iowa, who died September 10, 1901.

The trait in Mr. Mueller's character which accounts, perhaps, for the success he attained was that he never knew when he was beaten. He was a fighter—a soldier, a general—one who never could realize that victory was not ahead, and was who forgot any momentary defeat. When still a young man he forsook the fatherland, crossed the sea and entered into another life with the ambition and spirit of a man who is satisfied to battle for all that comes to him. With all his vigor, fullness and energies directed toward a definite goal he built a commercial house that promises to survive the coming of the stone which marks his grave.

Christian Mueller was born at Heiligenhafen, in the Province of Schleswig-Holstein, Germany, March 1, 1833. His parents were George and Christine Mueller. It was there that he spent his youth and obtained an education in the excellent schools provided by a paternal government. When fourteen years old he left the town of his birth to go to Kiel (the chief naval station of Germany), having been appointed



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to a grocer there. He remained in Kiel for about six years.

The German population of the Province of Schleswig-Holstein in 1848 rebelled against Danish rule, at which time Christian Mueller was one of the German patriots who fought on the side which enlisted also the activities of Carl Schurz, a patriotic revolutionist afterward prominent in United States politics. Mr. Mueller had been an athlete and an instructor of a Turner Society, which in 1847-8 organized itself into a volunteer military company to resist the oppression of Denmark. In March, 1848, Mr. Mueller, as a member of the Schleswig-Holstein volunteers and other patriotic bodies, assisted in the attack on the fort at Rendsburg, near Kiel, which was captured without the loss of a man. This was the opening of the famous Schleswig-Holstein rebellion, which terminated disastrously for the Germans in the bloody battle of Idsted, and which long-standing dispute was finally settled in the '60's, since which time Schleswig-Holstein has been a province of Prussia.

Three different times was Mr. Mueller wounded in the battle of Idsted. After lying on the battlefield for several hours he was taken prisoner July 25, 1850, and remained in a Danish hospital for nine months, securing his discharge when peace was declared, in 1851. His fortunes and his health were shattered after this valorous service, and, after a short time spent in the dry goods business at Kiel, he determined to emigrate to the land of the free. Taking ship across the Atlantic he reached New Orleans, Louisiana, in March, 1852, and from this point he went to Davenport, Iowa, where he erected a vinegar factory. Fortune did not smile upon him in this venture, for a fire destroyed the factory and all but wiped out his capital. Next he found employment in the sawmill of John M. Cannon, which gave him the first taste of a business in which he was afterward to become prominent. But he did not stick to this business, and, in company with Attorney H. R. Claussen, he erected a flour mill at Lyons, Iowa. Following an unfortunate venture in wheat he became associated with Strong & Burnell in the lumber business at Davenport. Sub-

sequently he became salesman and superintendent for Cannon & French.

Considerable experience was gained by Mr. Mueller in the handling of lumber when he accepted the task of disposing of the stock and closing out the business of Cannon & French, who failed in 1858. In 1861 he engaged his services to G. K. Bard, who had acquired the Strong & Burnell mill, built in 1850, and who was operating a sawmill and lumber yard. He was a salesman for Mr. Bard until 1863, in which year the plant was sold to Dessaint & Schricker. He then went into the grain business for himself at Davenport and continued thus until 1868.

Purchasing the interest of Mr. Dessaint, of the firm of Dessaint & Schricker, in March, 1868, Mr. Mueller entered the firm, whose title was changed to Schricker & Mueller. This firm existed until the death of Mr. Schricker, in July, 1883, when the surviving partner bought the deceased partner's share from the estate. The mill was destroyed by fire in December, 1885, but only a small quantity of lumber was burned, and in August, 1886, a new mill was ready for operation. Three band saws were installed in the new plant, which had an annual capacity of 22,000,000 feet of lumber, 5,000,000 lath and 4,000,000 shingles.

A reorganization of the business and the placing of some of the responsibility upon other shoulders took place on January 1, 1895, when Mr. Mueller took his three sons—Frank W., Edward C. and William L. Mueller—into partnership. The concern then became known as Christian Mueller & Sons, and with the younger blood a new era in its growth was marked. The three young men, energetic and ambitious, loyal and stalwart, already had an extensive experience in the manufacture of lumber gained in the mill of their father, and they proved valuable assistants in the conduct of the business, which grew in magnitude with each succeeding year. On January 1, 1902, a few months after the death of the founder of the concern, the firm of Christian Mueller & Sons was dissolved and two

companies were formed to take over the interests of the house. One was the Mueller Lumber Company, organized and incorporated to conduct the manufacturing and retailing business of the old firm, and the other was the Christian Mueller Land & Timber Company, which assumed title to the real estate and western timber lands owned by the firm. The Mueller Lumber Company operates yards at Davenport and Durant, Iowa, and at Rock Island, Moline and East Moline, Illinois.

Davenport, where Mr. Mueller made his home, became, in his day, a settlement of the more advanced persuasion of German thinkers, having the largest organization of the German patriots of 1848 to be found in any city or town outside of Kiel, Germany. Mr. Mueller was active in the organization of these brave men and held the warm affection and respect of all of them. He was the founder of the Turner Society of Davenport, which is the second largest association of its kind in the United States.

Mr. Mueller married, in 1855, Miss Elfriede Claussen, the daughter of his partner, who was one of the most active of the patriots who participated in the rebellion in Germany in 1848 and one of the eleven patriotic leaders banished by the King of Denmark. Of this union were born five children—Frank W., Edward C. and William L. Mueller, Mrs. Hilda Matthey and Alfred C. Mueller.

For many years Mr. Mueller was a director and first vice president of the First National Bank of Davenport. As befitted a public spirited citizen he gave his support to the encouragement of enterprises of any character that would add to the welfare of his home city, in which he took exceptional pride, and in this manner became interested in many concerns. As a young man he had fought adversity and in the years that followed, when business success brought him a competency, his sympathy for others struggling against difficulties was enlarged and his purse strings were always open to his friends. He was also a regular and liberal contributor to the support of the different charitable institutions in his section.





Arfst F. Frudden

Of the large tide of immigration which annually arrives at our shores, a remarkably large proportion of the lower-class turns from the cities, where our native population is tending to concentrate, and seeks occupation in agriculture or lumbering. Their dwellings dot all the western and northwestern prairies, and in the shadow of the pioneers they are working out their destinies. Among these cast for a lumberman's part upon the stage of life, who began most lucratively but climbed high and fast, is A. F. Frudden, of Dubuque, Iowa.

Arfst Frederick Frudden was born September 22, 1842, in the little village of Tuftum, on the island of Föhr, Germany-Holstein, which then belonged to Denmark, though now in Germany, his parents being Cornelius F. Frudden and Eliza (Namens) Frudden. He was one of a family of twenty members of Föhr who migrated to the United States in 1841, and arrived at Clinton, Iowa, in June of the same year. Having the sack which he had over his shoulder he had but two pennies as his capital. His first act was to look up a German schoolmate, from whom he borrowed five cents, which, with the two pennies he already had, enabled him to reach the point of his safe arrival in the new land. A month later, near Sabula, Iowa, found for him a place as a farm hand for one year at \$100 wages. He made rapid progress in acquiring the vocabulary of his adopted country, and learned enough to be useful to him of American common sense, rejecting the spurious and useless and foolishly, however, of a year's salary, retaking \$4 as a working man's wage, and giving the rest to his parents in the island of Föhr. He worked for the same farmer another six months for \$100, and then the same, and during the next three months got \$100 a month.

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Of the large tide of immigration which annually arrives at our shores, a remarkably large proportion of the better class turns from the cities, where our native population is tending to concentrate, and seeks occupation in agriculture or lumbering. Their dwellings dot all the western and northwestern prairies, and in the shadow of the pineries they are working out their destinies. Among those cast for a lumberman's part upon the stage of life, who began most humbly but climbed high and fast, is A. F. Frudden, of Dubuque, Iowa.

Arfst Frederick Frudden was born September 10, 1854, in the little village of Tuftum, on the island of Föhr, Schleswig-Holstein, which then belonged to Denmark, though now to Germany, his parents being Cornelius F. Frudden and Elke (Namens) Frudden. He was one of a party of seventy islanders of Föhr who migrated to the United States in 1871, and arrived at Clinton, Iowa, in June of the same year. Besides the sack which he had over his shoulder he had but two cents as his capital. His first act was to look up a former schoolmate, from whom he borrowed five cents, which, with the two pennies he already had, enabled him to notify his parents of his safe arrival in the new land. A cousin living near Sabula, Iowa, found for him a place upon a farm for one year at \$100 wages. He made rapid progress in acquiring the vocabulary of his adopted country, assimilated whatever might be useful to him of American manners and methods, rejecting the spurious and useless, and, incidentally, saved up \$84 of his year's salary, retaining \$4 as a working surplus and sending the rest to his parents on the island of Föhr. He worked for the same farmer another six months for \$80, sent this home, and during the next three months got \$10 a month.

Some of the men with whom young Frudden crossed the

sea were working in the sash and door factory of Curtis Bros. & Co., at Clinton, Iowa, and he concluded to seek employment at the same place. There were more applicants than jobs at that particular time, but, through much importunity, his quest for work eventually was successful. It was the most tiring sort of manual labor—the carrying of stock up the stairs in the warehouse—but a capacity for work was about the only tangible equipment of the young immigrant at that time, and he made the most of it. He never complained because work was too hard, but, when put to cleaning sawdust away from a saw, he registered a protest because the dust did not accumulate fast enough to keep him constantly employed. There was not in this country such a superabundance of workmen animated by that spirit that there was any danger of young Frudden losing his job after he had by his persistence once secured it; and he labored for Curtis Bros. & Co. until 1879, when he went to Dubuque to work for Carr, Austin & Co. When a month later its factory burned, he went back to Clinton and found his old job still open for him.

Two years before this, however, Mr. Frudden had arrived at the dignity of a householder and head of a family, the young woman in the case being one of his own nationality. They began housekeeping upon a cash capital of \$35 in an unplastered house of common boards, which cost \$50 and was paid for by a three months' note, which was promptly met at maturity.

By the spring of 1880 the burned-out Dubuque concern had reorganized as W. W. Carr & Co., and Mr. Frudden again entered the employ of the firm. A second fire soon after brought about another reorganization as the Carr, Ryder & Wheeler Company. The first day of January, 1881, Mr. Frudden went to Wausau, Wisconsin, to assume the foremanship of the Wausau factory of his old employers, Curtis Bros. & Co., and remained in that pine city until August, 1884, when he returned to Dubuque and reentered the employ of the Carr, Ryder & Wheeler Company.

Four years later Mr. Frudden began business upon his own account by the organization, in the fall of 1888, of the Frudden Lumber Company, a stock company formed to operate line yards. A brother, N. Frudden, two sons, Carl and Justus, and F. A. Rumpf and J. M. Fritz were associated with him in this company, which now runs nine yards in its own name and several under other titles. In 1894 a wholesale business was established under the name of the Rumpf-Frudden Lumber Company, founded upon the purchase of the Lesure Lumber Company's wholesale business at Dubuque. Both of these companies have been substantially successful in their respective lines, the wholesale firm handling 20,000,000 feet of lumber yearly.

Mr. Frudden is a believer not only in trade organization, but also in the principle of commercial amity and fairness which underlies it. He inspires the association idea fully as much as he is inspired by it, and largely because of this has always been recognized as a leader in association work. In 1897 he was president of the Northwestern Lumbermen's Association, and since that time has been a director. He has been in close touch with his neighbor lumbermen through local association work; in 1897 was president of the Central Iowa Association, and the following year was elected to the presidency of the Eastern Iowa Association, which position he has since held. A wholesaler as well as a retailer, he commands respect and confidence from both sides of the trade alike, and during the entire period of the existence of the joint committee between the Northwestern Lumbermen's Association and the manufacturers' organization he was a valuable member of the committee. He has been a visitor to the annual meetings of many other retail associations, and upon various occasions has been a delegate from the Northwestern Lumbermen's Association to the annual conventions of the National Wholesale Lumber Dealers' Association.

Mr. Frudden has been active as a citizen as well as a business man; has always been interested in questions of municipal,

state and federal government, being a deep student of the subject, as well, in this as in everything else digging deep below the surface. In 1901 he received the Democratic nomination to the Iowa State Legislature from his county, and was elected, having been the only nominee in the county, named upon the Democratic ticket, to secure election.

Mr. Frudden is a great reader and addicted also to the scrapbook habit. The business documents which lie in the pigeonholes of his office desk have as their neighbors in adjoining pigeonholes a collection of clippings, to which the owner adds from time to time whatever appeals especially to him in the printed page of newspaper or magazine, and which he often brings out of their resting place to read again with fresh interest. Those clippings are a key to a side of Mr. Frudden's nature which has not yet been adverted to. They have little to say about lath and shingles, but much of ethics, philosophy and statesmanship.

Mr. Frudden married Miss Philine Johannsen, November 30, 1877. Seven children have been born to them, of whom three boys and two girls are living: Carl, Justus, Alma, Mildred and Eddie Frudden. Mr. Frudden twice has visited his native country with his entire family, once in 1894 and again in 1896. He has traveled extensively in America also, and, indeed, is more familiar with many of the wonderful sights of his adopted country than some who, native to the soil, have neglected home in order to do their sightseeing abroad.

Mr. Frudden is a business man, but the details and anxieties of commercial life have not blunted his finer nature. He has time for sociability and for the enjoyment of friendships. Lumber is his living, but not his life. He is a thirty-second degree Mason, a Shriner and member of several German societies.





Healy C. Akeley

Eminence in the lumber trade is generally the outgrowth of lifelong devotion to the business. Though lumbering is a highly technical business, there is no mystery about it that cannot be solved by experience or common sense. But its details are so numerous and so individually important that those who achieve success in it after beginning life in some other field are few. But exceptions exist, one of the most remarkable, perhaps, being found in the life of Healy Cady Akeley, of Minneapolis, Minnesota.

From a successful attorney he became a successful lumberman and has the distinction of having headed the two greatest businesses in their lines in this country. One of the firms of which he was a member was the greatest shingle manufacturer in the country at the time, and the company of which he was later the president was for several years the greatest producer of white pine and one of the heaviest lumber manufacturers in any line.

Mr. Akeley is a product of Vermont, having been born at Stowe, March 16, 1836. His early life was spent in working on a farm and in securing a common school education, which was followed by a course at an academy at Stowe, Vermont. He spent two seasons surveying, and then read law for a short time, finishing his studies in the law school atoughkeepsie, New York, in 1857, when twenty-one years old.

In 1858 Mr. Akeley went to Grand Forks, Minnesota, and engaged in the practice of law. He sought no relief at the outbreak of the Civil War, but soon afterward became ill from an asthmatic affection, though in October, 1862, he succeeded in joining the Second Michigan Cavalry and served until his regiment was mustered out, in 1865. During this service he was promoted to be adjutant of the regiment, and was at first firm-



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In 1858 Mr. Akeley went to Grand Haven, Michigan, and engaged in the practice of law. He sought to enlist at the outbreak of the Civil War, but was rejected because of an asthmatic affection, though in October, 1863, he succeeded in joining the Second Michigan Cavalry and served until his regiment was mustered out, in 1865. During this service he was promoted to be adjutant of the regiment, ranking as first lieu-

tenant. He fought at Franklin and Nashville and served in the cavalry corps commanded by General J. H. Wilson.

Going back to Grand Haven at the close of the war, Mr. Akeley again took up the practice of law and was appointed collector of customs for the District of Michigan, which position he held for fifteen years, being twice appointed by President Grant and once by President Hayes. During this period he served two terms as mayor of Grand Haven, where his interests had grown to be extensive and his real estate transactions important.

In 1871 Mr. Akeley, with Charles Boyden, began the manufacture of shingles, and together they developed the business until they were accounted the largest shingle producers, or, at least, had the largest shingle mill, in the world. Later was organized the Grand Haven Lumber Company and three sawmills were bought. Lumber and shingles were manufactured until 1882, when Mr. Akeley sold his interest in the company and organized the Roscommon Lumber Company to operate on the Muskegon River. The company controlled a large body of pine lands in Roscommon and other counties tributary to the headwaters of the Muskegon River, floated its logs to Muskegon and there had them sawed by contract. This business was continued until 1887. Seven years before this Mr. Akeley had abandoned his law practice and devoted himself entirely to a business career.

A decrease in the supply of Michigan pine was already becoming apparent and Mr. Akeley sought new fields for his energy. In 1886 he organized the Itasca Lumber Company, with headquarters at Minneapolis, Minnesota, which acquired extensive timber holdings and did a heavy logging business in the northern part of the North Star State. This company was controlled by H. C. Akeley, J. P. Sims, R. W. Turnbull and S. B. Barker. Later, Mr. Barker sold his interest to Messrs. Hackley and Hume, of Muskegon, and Mr. Turnbull sold his to the late David Joyce, of Lyons, Iowa. Still later Captain Sims also disposed of his interest in the company.

Growing out of these organizations was the H. C. Akeley Lumber Company, of Minneapolis, which engaged in the manufacture and wholesaling of lumber. This concern was organized in 1889, its members being Mr. Akeley and Freeman S. Farr, of Minneapolis, and Charles H. Hackley and Thomas Hume, of Muskegon. The mill of the company soon came to be known as the fastest sawmill in the world. It was equipped with band, circular and gang saws and produced, during the short sawing season of practically seven months, from 90,000,000 to 110,000,000 feet of lumber a year. It was the first mill in which the double cutting band was introduced, but in late years its supremacy in the matter of output has waned. The executive head of this great company during all these years was Mr. Akeley, and his capital and wise counsel had much to do with the success of the Itasca Lumber Company in its timber and logging business, the latter reaching upward of 75,000,000 feet a year.

Many heavy responsibilities fell upon Mr. Akeley's shoulders in connection with the management of the company, and it became necessary to find a method by which he could relieve himself of some of the detail which occupied his time. It resulted in the transfer, February 1, 1903, of all the property and business of the H. C. Akeley Lumber Company to the Itasca Lumber Company, which on that date took possession of the mill and the wholesale yard at Minneapolis and is now conducting the business under its own name and management. W. T. Joyce, of Chicago, son of David Joyce, one of the original stockholders, is president, though Mr. Akeley is a heavy stockholder and his capital remains invested in the lumber business.

Mr. Akeley has other interests which engage his attention, though he has of late years devoted more and more of his time to leisure. Among these interests are the sawmill operations of Akeley & Sprague, at Washburn, Wisconsin; the Northern Minnesota holdings of Walker & Akeley, in which Mr. Akeley is an associate of T. B. Walker, of Minneapolis, and the Min-

neapolis Threshing Machine Company, of which he is president. He is also a director in the Security Bank of Minnesota, at Minneapolis, and president of the Lumber Exchange Company, a corporation which owns the Lumber Exchange Building in Minneapolis.

In an active way Mr. Akeley has never been concerned with politics, nor has he especially devoted himself to social life, but his character and talent have necessarily made him prominent in many ways and have brought to him many friends. He is a member of the Westminster Presbyterian Church, of Minneapolis, and of the Minneapolis, Minnetonka and Minnetonka clubs.

He moved to Minneapolis in 1887. Prior to that time he had lived at Grand Haven, where he had built for himself a beautiful home. Upon leaving there he presented the fine residence to the Episcopalian Church of that city, and it has since been known as the Blanche Hall Akeley Institute for Girls, doing valuable work in the education of young women in the practical duties of life. A few years ago he gave a library building to his native town in Vermont.

Mr. Akeley married Miss Hattie E. Smith, of Grand Haven, Michigan, in 1869. Of their two children one, Florence H. Akeley, is living.

Once, when asked to what he ascribed the success he has achieved in life, Mr. Akeley said: "What success I have had I think I owe mostly to tenacity of purpose. It seems to me that my life has been made up largely of mistakes." But it has been Mr. Akeley's ability to profit by his mistakes and to overcome the obstacles that lay in the pathway to some definite object he desired to accomplish, that has placed him in the eminent position he holds today.





Arthur R. Rogers

If the success of a young man be not an adventurous one, but, on the contrary, the orderly working out of a life's program, as well defined as it is possible to make it without any special influence or financial support, it is particularly commendable. Inheritors of wealth often are predestined to their careers, but the average boy, with no fixed place in the world and with his own career to make, after the usual period of vacillation when he is determining what he will do, makes demonstration of his qualities by the determination, ability and fixity of purpose with which he works out his career along the lines he has settled upon. Such a demonstration, after he made choice of the lumber industry as his life work, was given by Arthur Ross Rogers, of Minneapolis, Minnesota.

Mr. Rogers was born November 13, 1862, at Milwaukee, Wisconsin, the son of Alexander H. and Martha Ross Rogers. His family was an old one in that city, his maternal grandfather, Hiram J. Ross, having migrated from Kentucky to Milwaukee in 1848 and for several years operated a sawmill on the Menominee River at Wauwatosa, a suburb of Milwaukee. Jacob M. Rogers, Arthur R. Rogers' paternal grandfather, moved to Milwaukee the same year and engaged in logging and contracting. He built one of the first light-houses in Milwaukee harbor.

A. R. Rogers' father was nearly all his life an employee of the Chicago, Milwaukee & St. Paul Railway. Arthur was the oldest of a family of five children and it was necessary for him in a measure to support himself while seeking an education. During the two years that he attended the high school in Milwaukee he worked during the summer and school times as brakeman on the Prairie du Chien division of the Milwaukee road, and also in the car service department in the general office.



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A. R. Rogers' father was nearly all his life an employee of the Chicago, Milwaukee & St. Paul Railway. Arthur was the oldest of a family of five children and it was necessary for him in a measure to support himself while securing an education. During the two years that he attended the high school in Milwaukee he worked during the summer and at odd times as brakeman on the Prairie du Chien division of the Milwaukee road, and also in the car service department at the general office.

Young Rogers was not able to complete his course at the high school, because of the necessity of earning his own living, and in the spring of 1882 he went to Valley City, North Dakota, to work as second man in a retail lumber yard of the Edwards & McCullough Lumber Company, of which his uncle, C. W. Blackwell, was manager. For two years young Rogers put in an apprenticeship in the lumber trade and acquired considerable knowledge of the retail branch of the business, which was of much value to him later as a manufacturer. In the spring of 1884 Mr. Rogers was made manager of the yard of the Gull River Lumber Company at Sanborn, North Dakota, where he remained two years. An affection of the eyes caused him to resign his position in March, 1886, and to start on his return to Milwaukee for treatment.

He carried with him a letter of introduction to the late Governor John S. Pillsbury, of Minneapolis, who was interested in the Gull River Lumber Company. Governor Pillsbury introduced Mr. Rogers to a member of the firm of C. A. Smith & Co., then doing a wholesale lumber business in Minneapolis and also operating several retail yards. Mr. Rogers had a desire to reënter the railroad business, but was persuaded to take up some other occupation instead. He then went to Milwaukee and, after regaining his health, wrote to C. A. Smith telling him that he wished to go to work, that he would like to have a position in the office and that the salary was a minor consideration. Mr. Smith had been impressed by the former yard manager and gave him a position as clerk in C. A. Smith & Co.'s office, June 1, 1886. The next year he took charge of the retail yard of the firm in north Minneapolis, where he remained a year and a half.

In the meantime, Mr. Smith, the head of C. A. Smith & Co., made the discovery that this young man's ability and energy were needed in the business. Mr. Rogers was transferred to the office in the Lumber Exchange to look after the credits of the firm, which duties he attended to for two years, and was then promoted to take charge of the sales department.

In 1892 Mr. Smith and Mr. Rogers, at the latter's suggestion, organized the Smith & Rogers Lumber Company, of which Mr. Rogers was secretary and treasurer. A line of retail yards was established and operated along the "Soo" Railroad in North Dakota, and in ten years the company had established forty-two yards.

In 1893 the firm of C. A. Smith & Co. was succeeded by the C. A. Smith Lumber Company, incorporated with a capital of \$750,000, with Mr. Rogers as secretary. January 1, 1901, Mr. Rogers was made vice president of the company, and his brother, George H. Rogers, who for several years had been employed in the office, succeeded him as secretary. On January 1, 1903, Mr. Rogers, after seventeen years of association with Mr. Smith, disposed of his interest in the C. A. Smith Lumber Company, taking in exchange the holdings of Mr. Smith in the Smith & Rogers Lumber Company. The latter corporation was then reorganized and the title was changed to the Rogers Lumber Company, of which Mr. Rogers was made president and George H. Rogers secretary and manager. Its capital was increased to \$300,000, all paid in, and afterward to \$400,000.

Mr. Rogers had an active share in the growth and development of the business of the C. A. Smith Lumber Company, which, at its Minneapolis mill, manufactured more than 100,000,000 feet of lumber during each of the last few years Mr. Rogers was connected with the company.

Mr. Rogers' other business connections embrace the following: President of the Meyer Lumber Company, operating eleven yards on the Great Northern road from Minot to Williston, North Dakota; stockholder and director of two other large line yard concerns; president of the Rogers-Youmans Lumber Company, at present acquiring timber in the State of Idaho, which is to be manufactured eventually; a stockholder and director of the Marshall H. Coolidge Company, of Minneapolis, dealers in ties, telegraph and telephone poles, posts, etc. The Rogers Lumber Company operates forty yards in

North Dakota, and twelve in Nebraska; the Meyer Lumber Company, as stated above, operates eleven yards. These two companies jointly handle approximately 50,000,000 feet of lumber annually. Mr. Rogers is also treasurer of the Northwestern Compo-Board Company, an associated institution which has a large factory adjoining the plant of the C. A. Smith Lumber Company, in Minneapolis, and does an extensive business in the Northwest and in northern Europe.

Mr. Rogers still is a young man, with plenty of enthusiasm and a large capacity for work. Outside of the business in which he has been engaged he has been interested particularly in all matters looking to the betterment of the lumber trade. Especially has he been interested in association work, having been a member of various and important committees of the Mississippi Valley Lumbermen's Association. He is looked upon as one of the ablest men of the younger generation in the white pine Northwest. Representing, as he does, a large interest, his opinions necessarily carry weight; but they are respected because of the ability and integrity of the man as well. To give an idea of Mr. Rogers' ambitions it may be stated that, in connection with his other work, from 1888 to 1891 he put in three years of hard study taking the night law course at the University of Minnesota, from which he graduated in 1891. He took this course with no idea of ever practicing law, but merely more fully to equip himself for a business career in which a thorough knowledge of business law is a most important aid.

Mr. Rogers married, in February, 1894, Miss Dora Waite, of Minneapolis. They have a family of three children—Arthur Alan, Dorothy and Donald Waite.





Michael J. Scanlon

Despite the popular belief that the day of financial opportunity in the lumber business in the white pine states of the Northwest is a thing of the past, not all of the successes in this industry in the section mentioned have been scored by lumbermen who came upon the scene of action forty or more years ago. Many instances exist of men who have won marked success in this region within the last twenty years, and even within a much shorter period. It is true that there are fewer in this class than in that of four or five decades ago; and this would seem to indicate that it is not so much the opportunity that is necessary as it is the combination of brains and determination, which attributes often supply what may be lacking in opportunity. In the first rank of enterprising men who have achieved marked success in the white pine country within a recent period is Michael Joseph Scanlon, of Minneapolis, Minnesota.

He is now but forty-four years old, and was not yet out of his teens when the United States census report made the statement that, at the rate of production at that time, the lumber industry of the Northwest had but seven years to live. Notwithstanding this prophecy, Mr. Scanlon today is at the head of interests ranking among the first two or three producers of white pine in the country, and owning a mill that manufactures about as much of this lumber in a year as any one mill was ever known to do in the past.

M. J. Scanlon was born at Lodi, Wisconsin, August 24, 1861. Like the vast majority of men who have won distinction for themselves in the business world, his life from early boyhood was one of most earnest effort. Not even his public school education was obtained without strenuous endeavor on his part; but by alternate study and work he acquired an



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academic education as well. He attended the common schools at Lyndon and afterward the high school at Mauston, a neighboring town. For several years he taught school during the winter months and attended high school during the spring and fall until, entirely by means of his own hard work, he had prepared himself for the law department of the University of Wisconsin, at Madison, which he entered in 1881.

Not liking the study of law, he gave up the idea of completing his law course and decided to fit himself for a business career. With this plan in mind, in 1884 he went to Omaha, Nebraska, where an aunt resided. Making his home with her, he attended a business college and, after completing the course of study there, entered the employ of the Nebraska Lumber Company, as bookkeeper, in April, 1885. This date marked the beginning of Mr. Scanlon's career as a lumberman.

Various changes occurred in the company, during all of which Mr. Scanlon remained, advancing through the different departments of office work until he had charge of the sales and credits and occasionally, as the business required, visited the leading lumber markets of the North. After being with this company four years, in March, 1889, he went to Minneapolis to take charge of the sales and credits of the C. H. Ruddock Lumber Company, and in the following year was elected secretary of the company.

In the fall of 1890 the company decided to close up its Minneapolis business and to engage in the manufacture of cypress in Louisiana. In the following spring it bought 20,000 acres of cypress land thirty miles north of New Orleans and organized the Ruddock Cypress Lumber Company, Limited. Mr. Scanlon, having an interest in the company and being its secretary, went south and took charge of its sales and credits. He had previously, in November, 1890, married Mrs. Sarah W. Henkle, of Minneapolis. As the climate of Louisiana did not agree with his wife's health, he was obliged to dispose of his holdings in the Ruddock company and to return to the North, in March, 1892.

While with the C. H. Ruddock Lumber Company at Minneapolis Mr. Scanlon was associated with Henry E. Gipson, and when Mr. Scanlon returned to Minneapolis he and Mr. Gipson decided to cast their fortunes together. In March, 1892, they organized the firm of Scanlon, Gipson & Co., which did a jobbing business, buying stocks of lumber in northern Minnesota and Wisconsin and selling to the trade.

The Scanlon-Gipson Lumber Company was organized in December, 1894, by Messrs. Scanlon, Gipson and D. F., L. R. and A. S. Brooks, of Minneapolis. The original capital was \$50,000, which subsequently was increased to \$150,000. The company handled about 17,000,000 feet of lumber during the first year of its existence and increased its business progressively from the start. In April, 1896, it purchased the business of H. F. Brown, of Minneapolis, a manufacturer of lumber. This gave the company a wholesale lumber yard in Minneapolis and a stock of logs. It continued to buy more logs and to increase its operations until, in 1898, a two-band sawmill was erected at Cass Lake, Minnesota. The company bought a large tract of timber in that vicinity and in the spring of 1899 the mill began sawing and has produced 40,000,000 feet of lumber annually ever since.

In 1899 Mr. Scanlon visited the Pacific Coast and acquired 600,000,000 feet of yellow pine timber in eastern Oregon, organizing the Brooks-Robertson Lumber Company, capitalized at \$500,000. Mr. Scanlon is president of this concern. He is also vice president of the Minnesota & North Wisconsin Railroad, which was built in 1897 for the purpose of taking the timber to the mill at Nickerson, Minnesota.

The Scanlon-Gipson Lumber Company continued to grow, and in January, 1901, its members incorporated the Brooks-Scanlon Lumber Company, with a capital of \$500,000, which subsequently was increased to \$1,750,000, and built an immense three-band and gang mill at Scanlon, three miles east of Cloquet, Minnesota. This mill has been running night and day since it began sawing in November, 1901, turning out

600,000 feet of lumber daily. The company bought the William O'Brien tract of timber on the St. Louis River and its tributaries, in northern Minnesota, containing 250,000,000 feet; also a tract from Cook & Turrish, of Duluth, containing 50,000,000 feet, besides smaller lots. In order to increase the supply of logs for the Brooks-Scanlon Lumber Company and to insure its operations for many years, the members of this company organized the Brooks Timber Company in July, 1901, with a capital of \$250,000. Mr. Scanlon is president of this company. Another tract of 250,000,000 feet of timber in northern Minnesota was purchased from Cook & Turrish, and, in order to get this timber to the mill at Scanlon, a railroad sixty-five miles in length was built. This road, known as the Minnesota & North Wisconsin Railroad, is well constructed and splendidly equipped, and does a general freight business in addition to bringing out the timber for the mill.

These combined interests, of which Mr. Scanlon is the active head, have produced as much as 220,000,000 feet of lumber in a season, and have conducted operations in white pine on a scale substantially equal to those of any other interest in the white pine country, including those whose activities covered the period of highest development of this industry.

Following a trip through the South in the fall of 1904, Mr. Scanlon returned home and urged his associates to invest in yellow pine timber. On May 15, 1905, was bought the Chesbrough Bros. holdings in Louisiana, aggregating 40,000 acres. In the latter part of 1905 the property of the Banner Lumber Company, including the mills and timber adjoining the tract secured earlier in the year, was taken over, as well as the Kentwood & Eastern Railroad. It is estimated that Mr. Scanlon and his associates have 1,000,000,000 feet of timber which is yet to be developed.

Mr. Scanlon has a beautiful home on Lowry Hill, Minneapolis, where he resides with his wife and family.





Henry E. Gipson

Honest endeavor brings its compensation in these days, as it did a few generations ago, when opportunities for success are supposed to have been greater. Those who bewail the lack of opportunities in this generation are deficient in energy and earnestness of purpose rather than the victims of bad luck and fortune. Many men and young have found opportunities in the lumber industry, such as it is, despite all the changing conditions, and have had the ability to grasp the chances offered them and reap the reward. An example is found in Henry Elmer Gipson, of Minneapolis, Minnesota. He is identified with one of the largest lumber manufacturing and distributing concerns in the North, and the policy which he has pursued, with his assistants, has been one of conservative progress. From early youth his commercial education has been that of a bookkeeper, and the position he holds today was won by his own perseverance and ability.

Mr. Gipson comes of old New England stock. His grandfather, William Gipson, was born in Maine, in 1782, and moved to Aurora, Indiana, when he was a child. It was in this Indiana town that Henry Elmer Gipson first saw the light of day, April 2, 1861. Two years after his birth his father married in Decatur, Illinois, where his father, William Henry Gipson, was engaged in the retail lumber business, and had accumulated a cash and debt money. After completing the course at the common and high schools and graduating with honors, Mr. Gipson entered his father's office, and began an apprenticeship to managing the retail lumber business, acting as bookkeeper and general office man.

Upon the death of his father in 1886, Mr. Gipson went to Minneapolis to pay a visit to his brother, and while there received an offer of a position as bookkeeper for the C. H.



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Upon the death of his father in 1888, Mr. Gipson went to Minneapolis to pay a visit to his brother, and while there received an offer of a position as bookkeeper for the C. H.

Ruddock Lumber Company, of Minneapolis, which he accepted. This company was engaged in the wholesale trade, and after a year spent at the desk young Gipson was sent out as a salesman in Iowa and Minnesota. He continued in that capacity until 1892, when the company closed out its northern business to engage in the manufacture of cypress. While acting as bookkeeper for the Ruddock company, Mr. Gipson met M. J. Scanlon, who was in charge of its sales department and afterward its secretary. After the final details of the Ruddock company's Minneapolis business had been closed up, Mr. Gipson opened an office and started a lumber commission business. Later he became associated with Mr. Scanlon, and the firm of Scanlon, Gipson & Co. was formed to do a general jobbing business. The young men, ambitious and enthusiastic, were successful from the start. The firm handled stocks of pine cut at Willow River, Stillwater and Marine, Minnesota, and, in 1893 and 1894, the entire cut of S. S. Johnson & Co., at Barnum, Minnesota. Even during the industrial depression of the last mentioned years the firm prospered.

The Scanlon-Gipson Lumber Company was launched in December, 1894, combining the experience and prestige of Messrs. Scanlon and Gipson and the financial backing of Brooks Bros., grain merchants and lumber dealers prominent in the Northwest. The capital stock of the company was \$50,000, and the officers were D. F. Brooks, president; A. S. Brooks, vice president; H. E. Gipson, secretary, and M. J. Scanlon, treasurer. Since its formation the capital of the company has been increased to \$150,000, although the concern has a surplus of more than \$1,000,000. During the first year of its existence 17,000,000 feet of lumber was sold.

The primary purpose of its organization was to wholesale lumber, but in the spring of 1896 negotiations were concluded for the purchase of the business of H. F. Brown, one of the pioneer lumber manufacturers of Minneapolis. This was the beginning of the company's connection with the manufacture of lumber, which since has played an important part in its

affairs. In 1898 a deal was closed with the Glenmont Lumber Company involving the construction of a double band sawmill at Cass Lake, Minnesota, with a view to cutting the timber from a tract the company had purchased in that district. The mill was expected to cut about 15,000,000 feet annually, but since its construction it has been operated practically night and day, turning out about 40,000,000 feet of lumber a year.

Mr. Gipson was made secretary of the Brooks-Robertson Lumber Company, organized in 1899 to operate on the Pacific Coast, where the company had secured a large body of timber. He also was elected secretary of the Minnesota and North Wisconsin Railroad Company, which built a road to haul logs to the company's mill at Nickerson, Minnesota.

Members of the Scanlon-Gipson Lumber Company organized, in January, 1901, the Brooks-Scanlon Lumber Company, with a paid up capital of \$500,000, afterward increased to \$1,750,000. This concern built one of the largest mills in the Northwest, at Scanlon, about three miles from Cloquet, Minnesota, which is the junction of the Great Northern and Northern Pacific railroads. The mill has been operated double time and has a daily output of more than 600,000 feet. Ample provisions were made for a supply of timber by the company's officials, the first tract bought being the O'Brien timber on the St. Louis River, amounting to more than 250,000,000 feet, and later purchases included a tract belonging to Cook & Turrish, of Duluth, comprising about 50,000,000 feet, and other small lots adjoining.

After the formation, in 1901, of the Brooks Timber Company, which was organized for the purpose of securing an adequate supply of timber for the mammoth mill at Scanlon, another tract of about 250,000,000 feet was bought from Cook & Turrish, which was located in northern Minnesota. A charter for a road to this tract of timber was secured and, in the early part of 1902, the Minnesota & North Wisconsin Railroad Company built a line sixty-five miles long north and south from Scanlon. The road is equipped with heavy rails and, in

addition to bringing in the logs for the company, hauls a great amount of freight for outside interests and, doubtless, ultimately will be merged with some trunk line or be extended and form a system by itself. From the amount of timber held, the mill at Scanlon has many years' cut before it.

The growth of the company has been extremely rapid. During the first year of its existence the Scanlon-Gipson Lumber Company manufactured and handled 17,000,000 feet of lumber; in 1901 the aggregate amount manufactured and sold by the associated companies was 133,000,000 feet, and the output for 1902 was nearly 290,000,000 feet, one of the largest products ever handled by any northern pine manufacturing interest.

These associated interests in 1905 bought from Chesbrough Bros., of Toledo, Ohio, a tract of 40,000 acres of virgin long-leaf yellow pine timber in Tangipahoa Parish, Louisiana, and later other timber, mill and railroad property in the same district, where it was the intention to manufacture 50,000,000 feet a year.

As secretary of the Scanlon-Gipson company and an officer in the other allied concerns, Mr. Gipson's time is occupied fully. He is an untiring worker, and when in Minneapolis spends much of his time in his office over the affairs of the company, his personal supervision being, in a large measure, responsible for the methodical and successful operation of the huge industrial concern which bears his name.

He married Miss Mary Elizabeth Smith, his childhood's sweetheart, at Decatur, Illinois, in 1885. The couple has a son, Corwin, now in his fifteenth year. Notwithstanding his host of friends, Mr. Gipson likes best the seclusion of his home circle and spends most of his little leisure at his beautiful summer home at Lake Minnetonka. Mr. Gipson is a member of the Minneapolis Club and the Lafayette Club. He is a Hoo-Hoo, also, and served as vicegerent snark of Minnesota in 1899.





Herbert S. Gilkey

Despite the great concentration of capital and the combination of business interests, there are today more opportunities for young men of ability to distinguish themselves in the world of commerce and industry than ever before existed. In nearly every line of business and trade can be found notable examples of what the individual can accomplish through his own efforts alone. Nowhere is this fact more proven than in the lumber business and allied industries. An outstanding figure in the western far western and in the old northwestern lumber trade is Herbert S. Gilkey, of Minneapolis, Minnesota.

He was born at Oconto, Wisconsin, July 4, 1886. His father is Harding W. Gilkey, who was born at Oconto in the days when it was nothing but a lumber village and who became county superintendent of schools, passing in his spare time looking over and cruising timber lands. When a small Herbert Gilkey attended the public school at Oconto, Wisconsin, being as a schoolmate Frank R. Frothingham, who was afterward to become bound to him by business and family ties as well, as both later married women. Herbert became a student at the state normal school at Oconto, and when only seven years old began teaching at a village school called Spruce, in Oconto County. After teaching a year he went back to the normal institution to pursue his further studies, but left before graduation to take charge of a school at Oconto, in Oconto County. Being independent and an expert at bookkeeping, young Gilkey kept books at various places in Oconto County and spent considerable time in the lumber camps and mill yard at Gillett. He was engaged with the firm of the Oconto mill out on the road selling the mill products in the lumber camps, traveling through the lumber camps and mill yard in a side line for Adams, Manning & Co., of Oconto.



HERBERT S. GILKEY

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He was born at Oconto, Wisconsin, July 4, 1868. His father is Harding W. Gilkey, who went to Oconto in the days when it was nothing but a lumber village and who became county superintendent of schools, putting in his spare time looking over and cruising timber lands. When a youth Herbert Gilkey attended the public schools of his native town, having as a schoolmate Frank R. Pendleton, who was destined afterward to become bound to him by business and family ties as well, as both later married sisters. Herbert Gilkey was a student at the state normal school at Oshkosh, and when only fifteen years old began teaching school at a little village called Spruce, in Oconto County. After teaching a term he went back to the normal institution to pursue his studies further, but left before graduation to take charge of a school at Gillett, in Oconto County. Being industrious and not afraid of work, young Gilkey kept books at night for the Weber-Runkel Company and spent considerable time at the concern's store and cedar yard at Gillett. He was eighteen years old when he was started out on the road selling the cedar products of the company, traveling though Iowa and Nebraska and selling lumber as a side line for Adams, Hastings & Co., of Oconto.

In 1888 Mr. Gilkey entered the employ of A. L. Adams & Co., whose headquarters were then at Oconto, Wisconsin, and, two years later, having married, made his home at Janesville, Wisconsin. A year later he went into business for himself for the first time, in association with Samuel Manson, as Manson & Gilkey, wholesaling lumber and cedar from Madison, Wisconsin. Mr. Manson died two weeks after the partnership was formed, so Mr. Gilkey bought a one-fourth interest in the Madison Lumber Company, engaged in wholesaling lumber and cedar, and became its vice president and sales manager. Subsequently he sold his interests in Madison and joined with his brother-in-law and former schoolmate, Frank R. Pendleton, forming the firm of Pendleton & Gilkey, which still exists. The headquarters were moved to Janesville, where Mr. Gilkey continued to reside until January 1, 1903, when he established headquarters at Minneapolis.

Pendleton & Gilkey, as a start, bought a stock of cedar and disposed of it to the trade, and, as their means allowed, bought stumpage, contracted with jobbers and later engaged themselves in producing the cedar from their lands. The firm now owns considerable cedar timber in Oconto County, the scene of its operations being at Oconto, Wisconsin. It has a large concentrating cedar yard there as well as a shingle mill, which is kept stocked the year round. For seven or eight years the firm has bought the entire output of posts of the Pittsburg & Lake Superior Iron Company, which is centered at Newhall and Whitney, Michigan, amounting to about 500,000 annually. In addition, blocks of cedar stocks are bought here and there through the northern country. Some idea of the magnitude of the firm's business is shown by the statement that 1,500,000 posts and 150,000 poles have been handled in one year. The posts are distributed to retail lumber dealers in the treeless agricultural districts of Minnesota, Iowa, the Dakotas, Wisconsin, Illinois, Missouri and Kansas, and even to the plains of Texas, while the poles are sold to electrical companies all over the United States. Mr. Gilkey is a mem-

ber of the firm of Post, Gilkey & Co., of Mountain, Wisconsin. This concern produces a large quantity of posts, poles and ties and the sales are handled through the Minneapolis office.

Having gained a solid footing and, in fact, achieved a place among the leaders in the white cedar industry, it was but natural that Pendleton & Gilkey should desire to extend their field of operations. In 1898 Mr. Pendleton went to the State of Washington and began acquiring timber for the firm, being convinced of the future of the lumber industry on the Pacific Coast. From time to time the firm acquired large tracts of timber in Washington. In January, 1901, Mr. Gilkey and his partner organized the Snoqualmie Lumber Company, with \$50,000 capital, which acquired 100,000,000 feet of standing timber in King County. In September, 1902, was organized the Sauk Lumber Company, and a mill plant at Darrington, Washington, which was bought, was rebuilt and enlarged. Pendleton & Gilkey own more than 150,000,000 feet of choice fir and cedar timber in Snohomish County, Washington, and Pendleton, Fifield & Co., in which Pendleton & Gilkey have a large interest, own fully as much more. Besides buying timber lands, the firm three years ago engaged in the logging business near Everett and is putting in annually 30,000,000 feet of logs which are sold to mill concerns on Puget Sound.

Mr. Gilkey's lumber interests on the Pacific Coast were increased materially in April, 1903, by the organization of the Mukilteo Lumber Company. Among the incorporators of this company were men whose names are identified with some of the largest industrial enterprises in the West in lumber and in other lines. A mill was built at Mukilteo, Snohomish County, with a capacity of 60,000,000 feet of lumber, also a shingle mill of 50,000,000 capacity annually. Mr. Gilkey is interested also in the Forks Logging Company, of Everett, Washington, which concern recently bought 200,000,000 feet of fir and cedar timber on the Snoqualmie River, seventeen miles from Everett. A railroad will be built to log this timber

and a market will be found on Puget Sound. Mr. Pendleton, Mr. Gilkey's partner, is manager of this company.

Through the Minneapolis office the eastern cedar and the Pacific Coast lumber are centered and handled to the buying trade under the personal supervision of Mr. Gilkey. The firm retains a retail lumber yard at Janesville, where it has operated for many years as the Janesville Lumber Company. It also has a concentrating cedar yard at Janesville from which it supplies the trade in that territory.

Mr. Gilkey was one of the organizers and is an earnest supporter of the Northwestern Cedarmen's Association, which was organized about nine years ago. The association had a precarious career for a couple of years but was reorganized in 1898, and since that time it has pushed ahead until it ranks among the leading associations in the lumber trade. Mr. Gilkey was one of the most forcible factors in the association, and in 1900 his valuable services were recognized by his election as president.

Mr. Gilkey married Miss Leonora Runkel, daughter of his first employer, at Gillett, Wisconsin, October 15, 1890. The couple has four children—a boy, Weber, thirteen years old; two girls, Margaret and Helen, aged ten and eight respectively, and a three-year old boy, named Herbert after his father.

Mr. Gilkey never has taken hold of anything without making a success of it. He is full of energy and ambition, as his success in business has shown. In the spring of 1897 he was urged by friends and neighbors to become a candidate as alderman for the Third Ward, in which he resided, at Janesville, and after reluctantly deciding to do so he went to work with a vim and was elected, and was twice reëlected to the council.





The two daughters from this marriage attended the opening of Wisconsin as well as the admission of the Territory to the Union as a state and, as guests, are among the thousands which have made it one of the most attractive and interesting of American communities. The immigration was largely from New England, although by the time it came the credit of the New settlement, was lost in 1850. From New England came a great many people, especially those of the middle and lower classes, who were in the habit of going to the West. This movement of people was a very important factor in the development of the West, and it was a very important factor in the development of the West.



MARSHALL H. COOLIDGE

Marshall H. Coolidge

The two decades from 1840 to 1860 witnessed the opening of Wisconsin to settlement, the admission of the Territory to the Union as a state and, in general, the laying of the foundations which have made it one of the most prosperous and enlightened of American commonwealths. The immigration was largely from New England, although to the French is given the credit of the first settlement, away back in 1670. These New Englanders made a place for sturdy descendants whose mental and moral strength reflects credit on their forbears. This sturdiness of character is exemplified in Marshall Harvey Coolidge, of Minneapolis, Minnesota.

J. H. Coolidge, the father of the subject of this sketch, left his old home at Hillsboro, New Hampshire, in 1854 and settled at Forest, Fond du Lac County, Wisconsin, on a farm. It was there that Marshall H. Coolidge was born July 27, 1860, and resided until he was ten years old, when his parents moved to St. Cloud, Wisconsin, a few miles distant. There his father opened a general store and started a broom-handle factory. The Coolidge family came originally from Wales, in the early part of the Seventeenth Century, and settled in New England. On his mother's side Marshall H. Coolidge is a descendant of the Colemans, an old New York family. Marshall attended the common school at Forest until he was ten years old, when he was sent to Plymouth, Wisconsin, to the graded school, and later spent four years at Fond du Lac, part of the time in the high school, finishing with a year's course in German at a private school at Calvary, Wisconsin. At the close of his schooling, when he was between seventeen and eighteen years of age, he began his business career by working in his father's store and grain elevator, in which occupation he continued until he was twenty years of age.

Mr. Coolidge's first experience in lumbering was in 1880, when his father took a contract to get out a large amount of railroad ties and cordwood for the Wisconsin Central Railway Company, and Marshall went to work inspecting timber along the line of the road and looking after the paying of the men. In the meantime his father moved to Eau Claire, Wisconsin, and, in company with B. N. Holmes, engaged in lumber manufacturing at a point on the Wisconsin Central Railway, which was named Coolidge in his honor. A few months later the elder Coolidge bought the interest of Mr. Holmes and, with his son Marshall, incorporated the Coolidge Lumber Company, of which the young man became treasurer and manager. He remained there several years, manufacturing pine and hardwood lumber, but in 1886 sold his interest and moved to Minneapolis.

In the fall he bought an interest in the Downing Manufacturing Company, which operated at Downing, Wisconsin, and in the Coolidge Fuel & Supply Company, at Minneapolis, which had been founded by his father, A. C. Bruce and V. W. Bayless a short time before. Since then he has been identified prominently with the lumber interests of the Twin Cities. After the death of the senior Coolidge, May 8, 1891, Marshall Coolidge succeeded his father as president of both the Coolidge Fuel & Supply Company and the Downing Manufacturing Company, assuming the management of the affairs of the two concerns. Shortly before his father's death he bought the interest of Messrs. Bayless and Bruce, and thereafter he and the estate which he represented owned practically all of the stock of both corporations. He continued to manage these companies with success through the period of business depression of 1893, and afterward, when the lumber business had become much more profitable, he was joined by his younger brother, Dana C. Coolidge, who took charge of the operations at Downing, where he resides at present, and attends to the bank, farming and other interests in that vicinity. The lumber operations of the Downing Manufacturing Company at that

point were closed out several years ago, owing to its timber holdings being cut away.

In 1901, on account of the advanced years of his mother, who was a large stockholder in the Coolidge Fuel & Supply Company, Mr. Coolidge closed the affairs of that company and continued in business under the name of Marshall H. Coolidge. Two years later the business was incorporated as the Marshall H. Coolidge Company, associated with Mr. Coolidge being H. B. Waite, A. R. Rogers, M. H. Schussler and others. In 1904 Mr. Coolidge was elected a director and vice president of the H. B. Waite Lumber Company, and a director of the People's Bank of Minneapolis. With others Mr. Coolidge, in 1899, formed the Coolidge-Bruce-Hall Company, and in 1902 this title was changed to the Coolidge-Schussler Company, of which Mr. Coolidge is president. The company's headquarters are at Floodwood, Minnesota, where it is an extensive producer and handler of logs, posts, poles and ties. In 1903, upon the formation of the Bonners Ferry Lumber Company, at Bonners Ferry, Idaho, by C. H. Stein, John E. Glover, Frederick Weyerhaeuser and others, the Downing Manufacturing Company acquired an interest in the concern.

Mr. Coolidge has, through his various companies and lately in his own name, operated very extensively in railway supplies, such as ties, poles, piling, timbers and posts. He has manufactured and handled considerable hardwood and pine lumber and always has taken a great interest in hardwood association matters. Owing to his zeal in this direction he was, in 1896, elected president of the Northwestern Hardwood Lumbermen's Association, and he was successively and unanimously reelected six times, holding the position until 1902, when he declined to serve further as president of the organization, owing to his time being occupied by other matters. While he was at the head of the organization it prospered and inaugurated several movements tending toward the betterment of the hardwood lumber industry. He was instrumental in bringing into existence the National Hardwood Lumber Association,

and at its first annual banquet he was the recipient of a vote of thanks from that organization for the work he had done in helping to make it possible.

A fairer representative of the younger business men of today who are at the head of successful concerns could hardly be found than Mr. Coolidge. He is a hard worker, is full of energy and determination and always is in favor of any movement looking toward the benefit of trade relations and conditions. He is fond of outdoor sport, belonging to several hunting and fishing clubs. He is a thirty-second degree Mason, belonging to Khuram Lodge, No. 112, A. F. & A. M., Minneapolis; Minneapolis Consistory of Scottish Rite Masons, and Zurah Temple, Nobles of the Mystic Shrine.

Mr. Coolidge married on June 25, 1883, Miss Jennie Adelaide Holmes, daughter of B. M. Holmes, a lumberman of Milwaukee who had been associated with Mr. Coolidge's father in their early days at Coolidge, Wisconsin. The couple has three children, Harry H., Byron H. and Marshall H.





The Weyerhaeusers

In the valley of the Rhine, near the City of Mainz, lies the little village of Niedersaulheim. In the long ago this village was of importance, as towns were rated in those days, it being a walled city. The walls have disappeared and the place now and for a century or more has been the center of a thriving agricultural community. Frederick Weyerhaeuser, a man who stands out above and beyond others in the American lumber world, terms it his birthplace.

The name Weyerhaeuser means a dweller in a house on a lake, or mere. According to family tradition, the ancestors of the Weyerhaeusers first to settle at Niedersaulheim came from some part of western Germany about four hundred years ago. The virility of this founder of the family is evinced by the fact that nearly one-half the stones in the churchyard at Niedersaulheim bear the Weyerhaeuser name.

The family was a thrifty one, possessing the ability to reap the fruits of its labor and to retain a part of the returns representing its energy. Mr. Weyerhaeuser's father, John Weyerhaeuser, was accounted one of the well-to-do men of the village, owning in that vicinity fifteen acres of farm land and a three-acre vineyard. With one assistant he cultivated these lands and, it is commonly supposed, overrated his strength. He died October 6, 1846, aged fifty-two, when Frederick was about twelve years of age.

Frederick Weyerhaeuser was a child of his father's second marriage, one of eleven children, of whom four girls and himself lived to reach maturity.

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years old he took his part in the farm work and, later, after his father died, his studies were interrupted by the necessity of giving all his time to labor about the farm. In 1848 he was confirmed in the German Reformed Church.

Glowing reports of the cheapness of farm lands in the United States and the success to be met there stimulated emigration from Germany to this country about that time. Mr. Weyerhaeuser's second oldest sister and an aunt came to the new country and settled in western Pennsylvania in 1849. Their letters induced the others to follow in 1852. After landing in New York in July of that year, the party proceeded to the town of Northeast, in Pennsylvania, about fifteen miles from Erie. Here Frederick Weyerhaeuser tried his hand at many occupations. Opportunity presenting, he decided to learn brewing with a relative, and followed this occupation for two years, receiving \$4 a month the first year and \$9 the second. He gave up his plan of joining the ranks of the brewers when he realized how many of them became their own best customers. Next he tried farming, at \$13 a month, and was so employed about a year.

Reaching manhood and coming into his share of the proceeds of the sale of the old farm in Germany, Mr. Weyerhaeuser migrated to Rock Island, Illinois, in March, 1856. He found employment with a railroad construction company that was building the Rock Island & Peoria Railway, now the Chicago, Rock Island & Pacific, and soon after secured work as night fireman at the sawmill operated by Mead, Smith & Marsh, in Rock Island. Two days after he was installed the night shift was discontinued. The embryo engineer was not discharged, but was put to work as tallyman, a part of his duties being to load the lumber on trucks and keep account of the daily output from the one rotary saw and the one mulay saw. His first sale of lumber was made one day at noon. He was eating his lunch when some farmers came in to buy lumber, and, not without hesitation, he supplied their wants, receiving for the lumber \$60 in gold. His apprehensions were relieved

upon Mr. Marsh's return, for he gave his approval of the sale. Mr. Marsh took a liking to this willing worker and, in the course of time, placed him in charge of the yard and local sales. Ability and attention to detail were rewarded from time to time by increased pay.

An event occurred at about this time, the counterpart of which marks an epoch in the lives of rich and poor. Mr. Weyerhaeuser married. His choice was Sarah Elizabeth Bloedel, who was born in the same village as himself, but who came to the United States, with her parents, when a young child, and settled in Erie, Pennsylvania. Early in 1857 Miss Bloedel went to Rock Island, where she stopped with her sister, Mrs. F. C. A. Denkmann. Six months later, October 11, the marriage ceremony was performed, and the happy couple went to live in a small, two-story frame house that the young husband had built.

Mr. Weyerhaeuser continued in the employ of Mead, Smith & Marsh, which firm, in December, 1857, decided to open a lumber yard at Coal Valley, Illinois. The railroad had been completed to that point and the town had become an important center of a rich farming community. Mr. Weyerhaeuser's activities were transferred to that point and the yard proved a profitable venture. The firm eventually was plunged into financial straits by the rascality of a man who agreed to supply the mill with logs.

The end of 1858 witnessed the closing of the chapter in the career of Mr. Weyerhaeuser in which he had played the part of an employee; in the future that of employer was to be taken up.

John K. James, a relative of Mr. Mead's, suggested to Mr. Weyerhaeuser that he buy all he could of the assets of Mead, Smith & Marsh, the purchase price of which Mr. James would credit on his account with the firm. This advice was carried out, Mr. Weyerhaeuser paying what he could from time to time. His frail commercial craft was launched upon turbulent waters. The country was experiencing one of its periodical

panics, with money scarce, prices low and business carried on principally by barter. He ventured to operate the idle mill of his old employers at Rock Island, buying a raft of logs at Davenport, and laying down the lumber in Coal Valley at a cost of about \$8 a thousand feet. He also engaged in handling grain and putting up buildings, for which he supplied material. He was astonished at the end of the last nine months of 1859 to find that he had cleared \$3,000, while for the second year his profits were \$5,000.

When the affairs of Mead, Smith & Marsh were wound up, the firm's mill at Rock Island was offered for sale. Mr. Weyerhaeuser saw an opportunity to secure a mill of his own, and he formed a partnership for this purpose with his brother-in-law, F. C. A. Denkmann, who was then keeping a grocery store in Rock Island.

The mill was bought for \$3,000, of which \$500 was paid in cash. For the remainder notes maturing in five years and bearing 10 percent interest were given. The capacity of the mill, when its management was assumed by Weyerhaeuser & Denkmann, was 3,000,000 feet a year. The mill was bought in 1860 and in two years was cleared of its indebtedness. A few more years witnessed the increase of its capacity to 10,000,000 feet annually.

During this time, and the years subsequent thereto, Mr. Weyerhaeuser became interested in several manufacturing enterprises, one of them being a flouring mill at Coal Valley. The wheat supply gave out, the farmers turning their attention to other crops, and the mill was closed. Later both Mr. Denkmann and Mr. Weyerhaeuser secured an interest in a woolen mill, but this venture did not look very promising and Mr. Weyerhaeuser closed out his holdings in the company. In September, 1871, he appointed a substitute to manage the business at Coal Valley and moved to Rock Island.

An era of greater things was established on a firm foundation. This foundation was laid most carefully between 1858 and 1871. During this time Weyerhaeuser & Denkmann con-





tinued to operate the mills the firm owned at Rock Island. They improved their equipment, increased their capacity and made them the best on the river. With this improvement Mr. Denkmann, who had charge of the affairs at the mills, had much to do. Mr. Denkmann was equipped with the necessary knowledge and executive ability to keep the mills in operation, to assemble and maintain an efficient crew and in general to give effective supervision to the mechanical end. Mr. Weyerhaeuser's ability as a salesman, his knowledge of the requirements of the consumers—how it should be remembered that from 1858 until the fall of 1871 he had been in charge of the distributing yard at Coal Valley, though spending much of his time away from home in the interest of the firm during the last of those years—and the facility with which he conducted negotiations for log supplies worked successfully for the prosperity of this young manufacturing institution.

During the interval between 1858 and 1871, which was spent in mastering the details of the business, a second mill in Rock Island was bought, known as the "upper" mill. During his connection with the firm of Mead, Smith & Marsh, Mr. Weyerhaeuser gained a knowledge of how to make lumber and how to sell it. During the succeeding twelve years he mastered the intricate problems of how to buy timber, what logs were worth, how to estimate timber land; in a word, made himself master of the lumber manufacturing proposition, from its inception in the woods until the finished product to the consumer. The even dozen of years covered in this period witnessed a gradual growth, it is true, but a steady one nevertheless, in the business interests of the firm of Weyerhaeuser & Denkmann. The old company was strengthened, its business enlarged and its influence amplified.

For several years after the purchase of the Mead, Smith & Marsh mill at Rock Island the two concerns were content to secure supplies of the raw material from the river loggers, finding that, with the capital at their disposal, the business could be conducted advantageously in this manner. At that



JOHN P. WEYERHAEUSER

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For several years after the purchase of the Mead, Smith & Marsh mill at Rock Island the new owners were content to secure supplies of the raw material from the river loggers, finding that, with the capital at their disposal, the business could be conducted advantageously in this manner. At that

time practically all the mills along the Mississippi River were furnished with logs by similar arrangements. Each year, as the capacities of the old plants were increased and new mills were built along the river, more logs were required. It was during this time that, in a dim uncertain way, operators began to give some attention to the value of the white pine forests of the North, and the possibility of making an additional profit out of logging operations soon presented itself to those in charge of the river mills. Then, as in later years, Mr. Weyerhaeuser was the foremost among those who believed that only a mill backed by stumpage, and large quantities of it, could survive.

In 1868 Weyerhaeuser & Denkmann began to invest in pine timber lands on the Chippewa River and its tributaries. The profits from the operations of the Rock Island mill were employed largely in this manner. Coincident with these purchases of timber other operating companies secured a foothold in the same territory, and established manufacturing plants, with the result that lumber production on both the Chippewa and the Mississippi rivers was increased enormously. Many of the manufacturers were operating logging camps, and, as the input increased, disputes and litigation arose because of the physical impossibility of keeping intact the product of the individual camp.

When the breath of spring loosened the frozen waters of the North, melted the snows and brought out the drives, the Chippewa, the great logging stream of Wisconsin, would bear on its crest, mixed in almost inextricable confusion, the logs from a hundred or more camps in the North, belonging to as many lumber manufacturing or logging concerns. It was out of the question for an individual operator to pick the relatively small input of his camps from a mass of logs aggregating hundreds of millions of feet. The necessity of providing some adequate remedy for this unsatisfactory condition led to the organization of the Mississippi River Logging Company. Prior to its organization the only way the mills on the upper waters could secure supplies was to throw sheer booms into

the streams and turn the logs into their mill ponds. After their wants were filled the diverting boom was withdrawn and the drives swept on to the next mill. Under this method the logs cut at each mill were scaled, the marks on them noted and the accounts were straightened up each year at the end of the sawing season. While a strict account of the quality and the quantity of logs was supposed to be kept, it became apparent, after several years' trial of this haphazard method, that the differences of opinion which arose between the operators could not be adjusted satisfactorily.

Repeated conferences among Mississippi River mill owners, which were participated in by Frederick Weyerhaeuser, resulted in a tentative suggestion that a logging company be organized to protect their interests—especially on the Chippewa River. A meeting of the representative lumbermen of the early days was held at the Briggs House, in Chicago, December 28, 1870. The suggestion was made that some united action be taken to purchase pine logs on the Chippewa River and to drive them into Beef Slough, on the Chippewa, near its mouth, where they could be sorted and whence they could be rafted and distributed to the several parties in interest. This proposal met with favor, and as a result of this meeting there was organized the Mississippi River Logging Company. A few days after the meeting of December 28 a permanent organization was effected and the following officers elected: L. Schricker, president; W. J. Young, vice president; W. H. Laird, secretary and treasurer; executive committee, W. G. Clark, F. Weyerhaeuser and J. Fleming.

The business carried on by the Mississippi River Logging Company always has been the purchase and sale of pine lands, logging, the driving of logs on the Chippewa River, the purchase of logs, both by bank and boom scale, and the brailing of logs at Beef Slough, Wisconsin, and West Newton, Minnesota. The logs cut from lands of the company were distributed to the members in proportion to the stock held by each. Logs put in by individual members were either brailed

and delivered to the owners, or bought by the company the same as from outside parties, becoming a part of the common stock. Mr. Weyerhaeuser was elected president of the company September 5, 1872, and still holds that office.

In 1873 the Mississippi River Logging Company assumed control of the Beef Slough boom at the mouth of Chippewa River, owned by the Beef Slough Manufacturing, Booming, Log Driving & Transportation Company, which was organized in 1867.

While the operation of the Mississippi River Logging Company did much to straighten out the log tangle on the Chippewa it did not entirely relieve the situation. In 1881 it secured control of the Chippewa Lumber & Boom Company, at Chippewa Falls, and in the same year was organized the Chippewa Logging Company, which has been known to the white pine Northwest for a quarter of a century as the "pool." The purpose for which the company was formed was to purchase, put in and provide sawlogs for its stockholders, to buy timber lands and timber, and to carry on a general logging business.

During the twenty years of its active existence the company bought about 225,000 acres of timber lands, and bought or put in and delivered to its stockholders more than 10,000,000,000 feet of sawlogs, one year's operations covering 1,100,000,000 feet.

The confidence imposed in Mr. Weyerhaeuser certainly is a striking exhibition of the regard in which he was held by his confreres. While the logs from all the camps were handled by the logging company, it was necessary, in order to safeguard the interests of all members of the pool, to recognize the difference in the quality of the logs of the various camps. This work was intrusted to a committee of which Mr. Weyerhaeuser was a member and, as is usually the case, the work of the committee was carried out by one man—in this case, Mr. Weyerhaeuser. The choice centered on him not merely because he was one of the heaviest investors in timber and





milling operations, but for the reason that his business associates were willing to place their interests in his capable hands and had confidence in his ability to fill this trying position.

After the inauguration of these logging concerns, which were instrumental in straightening out the business on the Chippewa River, Mr. Weyerhaeuser's interests began to multiply. Opportunities for investment in new enterprises and for the enlargement of old ones were brought to his attention, investigated and, if deemed feasible, received his approval and support.

With the establishment of the firm of Weyerhaeuser & Deukmann, the purchase of the mill at Rock Island and the investment in timber on the Chippewa, the substantial foundation of the fortunes of its members was laid. In July, 1885, however, the Skinner mill at Rock Island was bought and in 1878 a controlling interest in what was known as the J. E. Keator mill also was secured, these two properties constituting the basis of the Rock Island Lumber & Manufacturing Company, which has borne such an important part in supplying the lumber requirements of the central states. The same year the operations of the Rock Island Lumber & Manufacturing Company were under the able management of John C. Mr. Weyerhaeuser's oldest son.

The business of the planing and improving, which was started shortly after the incorporation of the Rock Island Lumber & Manufacturing Company, continued its growth and it was finally decided ultimately to make a separate concern of the planing operation, and the American Planing Works, Inc., was organized. The greatest growth of the company has been during the last ten years. About 1895 it was decided to construct a branch factory and warehouse at the city of Astoria, Oregon, on the St. Lewis Sash & Door Works. Another acquisition of the Rock Island Lumber & Manufacturing Company was the establishment of a line of retail grocery stores and restaurants by J. J. Weyers and E. H. Arnold, which were operated in the in-



CHARLES A. WEYERHAEUSER

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The business of the planing mill department, which was started shortly after the formation of the Rock Island Lumber & Manufacturing Company, increased so rapidly that it was decided ultimately to make a separate interest of that part of the operation, and the launching of the Rock Island Sash & Door Works was the result of the carrying out of this plan. The greatest growth of this enterprise has come within the last ten years. About 1897, it was decided to establish a branch factory and warehouse at St. Louis, which is known as the St. Louis Sash & Door Works. Another outgrowth of the Rock Island Lumber & Manufacturing Company was the establishment of a line of retail yards in Kansas and Oklahoma by J. J. Reimers and E. H. Anawalt, which were operated in the in-

terests of the Rock Island Lumber & Manufacturing Company until 1904. They now comprise a separate interest and are owned by the Rock Island Lumber & Coal Company.

Mr. Weyerhaeuser ever has been a believer in the value of timber. His faith was based on substantial grounds which may be explained briefly in his own words, when he answered the criticism of a friend relative to a purchase of timber at a then unheard of price. He said: "I know this much: Whenever I buy timber I make a profit; whenever I do not buy I miss an opportunity. I have followed this practice for many years and have not lost anything by it."

After Mr. Weyerhaeuser and his associates had secured an interest in the North, on the Chippewa, this district being one of the first sections of the Northwest to be opened, and, after they had organized the logging companies for eliminating friction and establishing a better understanding in regard to the equality of all logs and all owners of logs and their rights, the lumber manufacturing business was given a standing it never before had possessed. In fact, Mr. Weyerhaeuser thus early in his career was successfully advocating the benefits of coöperation and endeavoring to disseminate those principles on which afterward the lumber organizations were founded. Pooling the logs on the various streams cheapened the cost of operating, did away with controversies and bitterness, reconciled divergent interests and established harmony where previously bitterness had prevailed.

Not all of Mr. Weyerhaeuser's time and attention was absorbed by his association in these coöperative logging companies; rather, his connection with these organizations grew out of the increased importance of the concerns in which he was interested and the necessity of some one's taking an active part, on their behalf, in some scheme to protect their logging arrangements. A mere list of the names of the operating companies with which Mr. Weyerhaeuser has been connected would be an imposing compilation. One of the most important of these was the Pine Tree Lumber Company, of Little

Falls, Minnesota, which was organized in 1890. When the company was launched a large block of timber in Minnesota was bought from the Northern Pacific Railway Company; other tracts were bought subsequently. In connection with the Mississippi River Lumber Company, the Pine Tree Lumber Company, in 1905, bought what was known as the Backus-Brooks Mill, at Minneapolis, to provide facilities for the manufacture of timber purchased of the Government in the Leech Lake district.

A considerable interest is held by Mr. Weyerhaeuser in the three lumber companies at Cloquet, comprising the Northern Lumber Company, the Cloquet Lumber Company and the Johnson-Wentworth Company. The first foothold was secured in 1884 when Mr. Weyerhaeuser assisted in the organization of the Cloquet Lumber Company, which took over the mill and timber holdings of the Knife Falls Lumber Company. In the spring of 1896 the C. N. Nelson Lumber Company sold its mills and other interests at Cloquet and its timber in St. Louis County to the Northern Lumber Company. The property of the Johnson-Wentworth Company was acquired in 1902.

In addition to the manufacturing companies at Cloquet are a number of auxiliary organizations operating in connection with them. Among them are the Knife Falls Boom Company, the St. Louis River Power & Improvement Corporation, The Mesabe Southern Railway Company, the Duluth & Northeastern Railway Company and the St. Louis River Dam & Improvement Company, the Cloquet Electric Company, the Cloquet Tie & Post Company and the Northwest Paper Company.

In order to take care of timber owned on the south shore of Lake Superior, the Nebagamon Lumber Company was organized in June, 1898. The operating company, which was placed under the direction of John P. Weyerhaeuser, had in 1905 enough timber to keep it going about a year. The Nebagamon company owns and operates what is known as the Hawthorne, Nebagamon & Superior Railway.

Mention of these companies naturally suggests the long-continued partnership of Mr. Weyerhaeuser with Mr. Edward Rutledge, of Chippewa Falls, Wisconsin. In 1872 Weyerhaeuser, Denkmann & Rutledge began logging as copartners, and subsequently acquired considerable timber on the Chippewa River.

When the Omaha lands on the south shore of Lake Superior were offered to Mr. Weyerhaeuser, Mr. Denkmann did not join in the deal. Mr. Rutledge, however, took his share in the purchase, and from this beginning developed the Nebagamon Lumber Company and other timber interests near Ashland. One of Weyerhaeuser & Rutledge's logging contracts, covering a portion of this timber, brought them into contact with Edward Hines, of Chicago, and, indirectly, was responsible for their becoming interested with him in his extensive operations.

While Mr. Weyerhaeuser has been a factor in establishing lumber manufacturing companies the combined output of which represents hundreds of millions of feet, upon consideration it must be conceded that the milling operations are supplementary, and intended to be subsidiary, to the timber operations. He has not been a heavy timber owner or lumber manufacturer in the South, when the magnitude of his operations there are compared with his holdings in the North and West. In a manner, the establishment of a southern branch and the purchase of southern pine was the result of a special invitation extended to him and his sons by southern timber holders. While Weyerhaeuser & Denkmann for years held a small interest in the Lindsay Land & Lumber Company, of Arkansas, their active entrance into the southern country was due to the enterprise of the younger generation and was begun in 1901, when Mr. Weyerhaeuser was making a tour of Europe. The first timber bought was known as the Brown tract, in Louisiana, along the Kansas City Southern Railway.

Subsequently other considerable holdings in Arkansas,





Mississippi and Louisiana were acquired by Mr. Weyerhaeuser and his associates.

In a way, the Northland Pine Company, a concern organized to buy timber in St. Louis County, Minnesota, is the connecting link between Minnesota and the central Idaho operations. This company was organized in 1899, and, after serving its original purpose as a timber buying and holding concern, its timber holdings in Minnesota were sold to the Pine Tree Lumber Company, the proceeds being retained in Idaho. Then came a consolidation of the holdings of the Northland Pine Company and the Wisconsin Logging & Lumber Company, and the Portland Lumber Company was organized to take them over.

Urged by prominent railroad men, Mr. Weyerhaeuser, in 1899, went to the Pacific Coast to look over the timber there with the purpose of transcribing. He was impressed by the possibilities, and a large acreage of Western Pacific Railway Company land grant was purchased in the interest of the Weyerhaeuser Timber Company, which was organized in 1900.

In Idaho the first operations commenced in by Mr. Weyerhaeuser was the Shoshone Lumber Company, at Sandpoint. After the first stages of this operation were taken up, and he is now directly interested in the large timber holding companies in the western States.

The foregoing is a summary of the operations of the Weyerhaeuser Company, logging and timber holding, although far from complete, in a manner which will show the scope of the business, the development of the industry, and the place upon him and those who have followed him. The following one, includes many of the details of the operations of three of the great lumbering concerns, and is a most interesting and illustrative study of the industry. The operations of the Weyerhaeuser Company has attracted the attention of the public, and the company is now in charge, and, although it is not a large company, it is well known.



RUDOLPH M. WEYERHAEUSER

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Urged by prominent railroad men, Mr. Weyerhaeuser, in 1899, went to the Pacific Coast to look over the timber there with the purpose of investigating. He was impressed by the possibilities, and a large acreage of Northern Pacific Railway Company land grant was purchased in the interest of the Weyerhaeuser Timber Company, which was organized in 1900.

In Idaho the first organization participated in by Mr. Weyerhaeuser was the Humbird Lumber Company, of Sandpoint. After the first plunge other propositions were taken up, and he is now identified with several of the larger timber holding companies of that section of the country.

The foregoing list of timber holding, lumber manufacturing, logging and boom companies, although far from complete, in a measure shows Mr. Weyerhaeuser's capacity for business, the dependence which his associates have placed upon him and their reliance on his judgment. The list, a long one, includes many of the greatest lumber organizations in three of the great lumbering districts of the United States, and illustrates forcibly the capacity of this man for handling affairs of magnitude. His methods have been conservative, he never has assumed an obligation that he has not been able to discharge, and, through it all, he has been a student as well as a

worker. In the course of time Mr. Weyerhaeuser's word became law with his associates, yet it was given judiciously, and rarely did a participant in a dispute have cause to appeal from his decision. Notwithstanding his vast interests, his business ability, proved early in his career, and his self-reliance, he never went alone. If he had a good proposition, or if he acquired a block of timber on reasonable terms, his associates secured a share of whatever benefits might be in the deal. High finance has had no part in the simple, straightforward business methods pursued by this operator.

Mr. Weyerhaeuser is vice president of the National German-American Bank, of St. Paul; a director of the Continental National Bank, of Chicago; of the Third National Bank, of St. Louis; of the First National Bank, of Duluth; and of the Chicago Great Western and the Great Northern railway companies.

Since moving to St. Paul, where he makes his home, Mr. Weyerhaeuser has become a member of the Town and Country, the Commercial and the Minnesota clubs. His early training was such, however, that he does not take much pleasure in club life. He enjoys automobiling, and on fine days may be seen riding in a car around the Twin Cities. His home life has been an extremely happy one because of its congeniality, and the greater number of his leisure moments he spends at home.

Originally Mr. Weyerhaeuser was a member of the German Reformed Church. When he moved to Rock Island he attended the Lutheran Church, and when he went to St. Paul he became identified with a Presbyterian Church known as the "House of Hope."

In brief, this comprises an outline of the life of Frederick Weyerhaeuser, a man who has had more to do with the development of the white pine lumber interests of the Northwest than has any other man. It is told inadequately, but to trace each development in detail and to show the ramifications of each concern with which he has been, or is, identified and its

relation to the others, and his part in building up the lumber industry of the North would involve substantially a concise history of the white pine lumber business and, branching out, would require a review of much of the recent lumber history of the Pacific Coast and the South.

Possibly less unkind comment is heard in regard to Mr. Weyerhaeuser and his business methods than is current about other operators of lesser magnitude. His reputation for fair dealing stands unquestioned, and this, perhaps, is the highest tribute that could be paid him.

Were Mr. Weyerhaeuser himself to write a story of his experiences in this world it would be a simple and effective tale, one noticeable feature of which would be his deprecatory reference to the part he himself has taken in so many great enterprises. Strong stress would be laid upon family ties and family affairs; upon his relations with his business associates who ever have been his friends; in setting forth details of those incidents of life which have so much to do with establishing its flavor. At this time he delights not so much in recalling his later successes as in dwelling on early memories and young manhood's first struggles to mount the ladder of success.

No estimate of his career can be approximately just which omits some reference to his family life. The important event which took place Oct. 11, 1857, has had a profound influence for good on Mr. Weyerhaeuser's life, for in his young bride he found a helpmate indeed. Quiet, retiring, and unassuming in manner, but diligent in season and out, her assistance was invaluable to her husband. Only those who have been privileged to share for a time the life of Mr. Weyerhaeuser's hospitable home can realize how much that home owes to this dignified and highminded wife and mother. All the seven children with whom this union has been blessed are now grown up and married, and are actively engaged in contributing their share to social and industrial purposes.

Seven children have been born to Mr. and Mrs. Weyerhaeuser, of whom John P. is the oldest.

Elise resides at Poughkeepsie, New York, and is the wife of Doctor William Bancroft Hill, a member of the Vassar College faculty.

Margaret, now Mrs. J. R. Jewett, lives in Chicago. Her husband is a professor of the Semitic languages at the University of Chicago.

Apollonia, Mrs. S. S. Davis, resides at Rock Island, her husband being the head of the Rock Island interests, aside from the lumber plants.

Charles A., Rudolph M. and Frederick E. are the other sons.

While Frederick Weyerhaeuser, the head of what is termed the Weyerhaeuser interests, has carved out for himself an enviable niche in the commercial world, he has also proved his ability to develop the talents of his children. He is the father of four capable, conservative men of affairs, who inherit a part of their father's ability, and are endowed with distinct personalities and individualities.

It is scarcely just to attribute all of the more recent developments, particularly those of the last decade, to the founder of this great business. Each of the four sons has taken a creditable part in the expansion of the general interests, though the efforts have been of a mutually coöperative character, making it difficult to single out what each individual has done. They have been called upon to assist in the general work. In this they have been placed on a footing of equality with each other as able lieutenants, all of whom, when occasion demands, are pressed into service at the point where their experience and ability will aid in solving whatever tangle may have arisen.

JOHN P. WEYERHAEUSER.

A sketch of any one of the four sons separately would be a comparatively easy task, as much of interest can be said about each one of them. In a way, however, their history is that of the later operations, a brief review of which has been given in connection with the life of their father. John was the first





to business identified with the lumber business. His schooling was secured at Rock Island and at Aurora, Illinois.

After his school days were over he entered the office of Weyerhaeuser & Bonckmeyer, at Rock Island, where he remained but a short time. He was then placed with the Rock Island Lumber & Manufacturing Company. Later his abilities were rewarded with the post of manager of the operations of this concern, and in this capacity he continued for a long time.

Next he became one of the Heligummen Lumber Company and its primary agent, which was considered of small value. John P. Weyerhaeuser assumed the management of the Heligummen Lumber Company, Lake Nebagamon, Wisconsin, in 1884. He has since then ever since said, notwithstanding the narrow opinion in regard to the character of the lumber, by the result is the most successful of Mr. Weyerhaeuser's business. He has shown marked ability as a manager and director of lumber manufacturing institutions, and has been uniformly successful in his dealing with employees. It has, his managers have commanded such absolute loyalty from men in their employ.

Shortly after that he married Miss Nellie Anderson, of Madison, Wis. On the same occasion of his wedding his wife had a young son, William, Frederick and Edgar. He married a second time, November 7, 1893, the wife being Miss Jane Whitcomb, of Chicago, an intimate friend of his mother.

CHARLES E. WEYERHAEUSER.

After attending the Rock Island public schools, Charles entered an academy at Phillips Academy, Andover, Massachusetts. Remaining at Rock Island, he started to learn the manufacturing and supervision of his brother John. Upon the organization of the Pine Tree Lumber Company and the building of the plant at Little Falls, Minnesota, in 1895, he was placed in charge of its operations.

He married Miss Alfred Moon, daughter of D. H. Moon, of Little Falls, Minnesota, well known in the lumber trade, on



FREDERICK E. WEYERHAEUSER

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After his school days were over he entered the office of Weyerhaeuser & Denkmann, at Rock Island, where he remained but a short time. He was then placed with the Rock Island Lumber & Manufacturing Company. Later his abilities were rewarded with the post of manager of the operations of this concern, and in this capacity he continued for a long time.

Mention has been made of the Nebagamon Lumber Company and its tributary timber, which was considered of small value. John P. Weyerhaeuser assumed the management of the Nebagamon Lumber Company, Lake Nebagamon, Wisconsin, in 1898. He has been there ever since and, notwithstanding the current opinion in regard to the character of the timber, he has made it the most successful of Mr. Weyerhaeuser's interests. He has shown marked ability as a manager and director of lumber manufacturing institutions, and has been particularly successful in his dealing with employees. In fact, few managers have commanded such absolute loyalty from men in their employ.

March 26, 1890, he married Miss Nellie Anderson, of Moline, Illinois. On the tenth anniversary of his wedding his wife died, leaving three children, Elizabeth, Frederick and Phillip. He married a second time, November 7, 1901, the bride being Miss Anna Holbrook, of Chicago, an intimate friend of his first wife.

CHARLES A. WEYERHAEUSER.

After attending the Rock Island public schools, Charles finished his education at Phillips Academy, Andover, Massachusetts. Returning to Rock Island, he started to learn the business under the able supervision of his brother John. Upon the organization of the Pine Tree Lumber Company and the building of the plant at Little Falls, Minnesota, in 1891, he was placed in charge of its operations.

He married Miss Maud Moon, daughter of D. H. Moon, of Duluth, Minnesota, well known in the lumber trade, on

December 14, 1898. They have one child, a boy, named Carl.

Charles Weyerhaeuser is president of the Potlatch Lumber Company, with mills at Palouse and Colfax, Washington, on the Palouse River. He is the active head of this concern and holds offices in various other organizations. He was active in the organization of the Potlatch and Payette Lumber companies and the Northwest Paper Company, at Cloquet. He is said to be more like his father than any of the other sons. In disposition he is aggressive and his self-confidence constitutes his strength.

This phase of his character is borne out by the fact that the above corporations, as well as many of the other newer organizations, are largely due to his energy and aggressiveness. In connection with these enterprises Charles A. Weyerhaeuser became a thorough master of the pine timber situation in Idaho as well as in central and northern Minnesota, in which he may be considered an authority; in addition to which he is a master of lumber technique from the stump to the consumer.

RUDOLPH M. WEYERHAEUSER.

The head of the great lumber manufacturing concerns at Cloquet, Rudolph M. Weyerhaeuser, was born March 11, 1868. He, too, attended Phillips Academy, after leaving the common schools, and was graduated from the Sheffield Scientific School, at Yale, in 1891. His lumber training was under the direction of his brother John, and his first independent business experience was as manager of the retail yards owned and operated by Weyerhaeuser & Co., from St. Paul.

In 1896 he was placed in charge of the Northern Lumber Company, at Cloquet, Minnesota. While it doubtless seemed a serious experiment to place an inexperienced man in charge of so large a property, he soon became master of the situation and there are now few, if any, better organized or more aggressive lumber companies than those at Cloquet.

Not only has Rudolph M. Weyerhaeuser measured up to the demands of the great business centering at Cloquet, but he has become an expert in the pine lumber trade generally. As

such he has been recognized by that great organization known, until January, 1906, as the Mississippi Valley Lumber Manufacturers' Association. Given positions on important committees of that body, his abilities were finally recognized by what is, perhaps, the highest compliment that can be paid to any lumberman in the United States, by election on January 23, 1906, to the presidency of the Northern Pine Manufacturers' Association, which on that date succeeded the Mississippi Valley Lumber Manufacturers' Association and the Wisconsin Valley Lumber Manufacturers' Association, as a combination of the two.

He married Miss Louise Lindeke, of St. Paul, October 29, 1896. The couple has one child, a daughter—Margaret Louise.

FREDERICK E. WEYERHAEUSER.

Frederick E. Weyerhaeuser got his education at Phillips Academy, Andover, and at Yale. After graduating in 1896, he went to Cloquet, where he gained his practical knowledge of the lumber industry under the direction of his brother Rudolph.

He remained at Cloquet for five years, going South in 1901, in connection with the affairs of the Southern Lumber Company, of Warren, Arkansas, and practically built the plant there. In 1903 he went to St. Paul, where he became the principal assistant to his father.

This position fell to him in the natural sequence of events. His older brothers were already at the head of important interests, while the enlarging affairs and increasing years of the father made such assistance desirable if not necessary. To this work he brought a well trained mind and a large general knowledge of timber and lumber, though his training in the details of the business was not as minute and exact as that of his brothers; however, he is recognized by all of them as abundantly well qualified for the position he occupies. Personally he regards it as a distinct loss to himself that his training in the business has not been more in detail. On this point

he once said, "I am sorry I do not know more about how lumber is made and the general operation of the mills." He is president of the Southern Lumber Company, the Southland Lumber Company, the Bonners Ferry Lumber Company and a director of the National German-American Bank of St. Paul.

He married Miss Harriette L. Davis, daughter of C. H. Davis, of Saginaw, Michigan, December 3, 1902. They have one daughter, Virginia, born the latter part of 1904.

Take it all in all the four sons form a wonderful quartette. An associate said: "There is not one of them that you could not bet on. They know their business thoroughly; they know what to do themselves and what to delegate to subordinates."







FREDERICK C. A. DENKMANN

Frederick C. A. Denkmann

If there be any influence exerted upon a life by the often decried elements of foreign birth and early hardship it would seem to be in the line of increasing rather than diminishing the chances of winning success, for certain it is that these apparent misfortunes inspire the man of native ambition to harder effort and often to greater achievement. One who rose from these conditions, whose only wealth consisted of valuable experience gained in struggling with adverse circumstances, to that of one of the most successful business men in his line in the whole United States was Frederick C. A. Denkmann, of Rock Island, Illinois, who died March 2, 1905.

He was the youngest son of Diedrich Denkmann, and was born at Salzwedel, Prussia, the ancient capital of that State, April 8, 1822. His father had been a successful manufacturer, but lost his estate in the Napoleonic wars which devastated much of Europe. The elder Denkmann was unable to recover his position and died when F. C. A. Denkmann was of a tender age. The lad was left to the care of his mother, who gave him the best education that it was possible for her to give, but which, owing to her limited means, was extended only to his fourteenth year, when he was obliged to go out into the world as a breadwinner. To accomplish this end he became an apprentice to the machinist's trade, which he learned so thoroughly that in after years he often was paid the same wages as his foreman by discriminating employers.

During the troublous days of 1848 his thoughts, in common with those of thousands of his countrymen, turned to the great American Republic as a place where there were good prospects of reaping a just reward for earnest and faithful endeavor. He embarked for the United States, ultimately arriving at Erie, Pennsylvania, in 1849. An entire stranger, with but little

money, he settled down and worked at his trade. Two years later Mr. Denkmann moved to Rock Island, Illinois, near which place, at Walcott, Iowa, lived a brother. For a time he lived at Moline, but finally located at Rock Island and engaged there at his trade.

Indomitable energy and a strong desire for success were always marked characteristics of Mr. Denkmann. These qualities were particularly conspicuous at one time when he was engaged in the grocery business. He would visit the farming districts, securing his country produce so early that, after having traveled many miles, he would return to the city in time for a fair day's business.

Mr. Denkmann and his brother-in-law, Frederick Weyerhaeuser, in 1860, entered into a partnership whose interests eventually grew to such mammoth proportions that its influence has been felt by the entire lumber industry. In the equation of this partnership money was an unknown quantity, but by means of the known quantities of ability and perseverance the equation was solved in a remarkably short time. The sawmill property now known as the "lower mill" was acquired by the new firm, and Mr. Denkmann acted as superintendent. As another example of the tireless energy of this man it may be stated that he often ran the mill all day and then worked half—sometimes all—the night getting ready for the next day's work. As a result of his efforts the daily output of the mill was increased from 6,000 to 15,000 feet the first season. This end was accomplished in the face of the fact that facilities for repairing and improving sawmills were very meager in those days, it being necessary to use material at hand instead of applying to well-equipped machine shops, as is possible now.

The capital employed by the firm was very modest in amount, being principally the savings from the daily earnings of the partners. By practicing the strictest economy and by being always ready to take advantage of improvements in sawmill machinery Mr. Denkmann was enabled to increase the output of the mill gradually until it was considered one of the

best on the Mississippi River. Mr. Weyerhaeuser was located at Coal Valley, Illinois, attending to the marketing of the lumber produced by this mill. Coal Valley at that time was the retail lumber market for a large section of country, teams coming for lumber from as far as Galesburg.

The next venture of Messrs. Denkmann and Weyerhaeuser was the acquisition of the Skinner mill, also located at Rock Island, built by a Mr. Barnes in 1850, and located in the east end of the town on the site of the present roundhouse of the Rock Island System. In this enterprise they were joined by Anawalt, Gray and Cropper and the firm was known as Anawalt, Denkmann & Co. Afterward this mill was moved and consolidated with the plant of Keator, Wilson & Co., the new concern being known as the Rock Island Lumber & Manufacturing Company. Mr. Denkmann became president of this institution, a position which he held up to the time of his death. The Rock Island Lumber & Manufacturing Company developed a sash and door plant which later became a separate concern known as the Rock Island Sash & Door Works, of which company also Mr. Denkmann was the president.

The third and last of the home operations of Mr. Denkmann was a mill located at Davenport, Iowa, across the Mississippi from the parent mill. It had been built in 1854-5 by William Renwick and was purchased by Mr. Denkmann and his partner in 1888. It was converted into a double band and gang mill and operated by Weyerhaeuser & Denkmann until July 25, 1901, when it was destroyed by fire. This was the first serious loss sustained by the firm in a period covering more than forty years. The mill was not rebuilt. At present the firm is operating a retail yard upon its site.

The output of the four mills of Weyerhaeuser & Denkmann reached large proportions, the product for one year being 117,000,000 feet of white pine and the average for a number of years amounting to over 100,000,000 feet. At Rock Island the lower mill continued to be operated until January 8, 1903, when it was turned over to a corporation

known as the Weyerhaeuser & Denkmann Company, of which Mr. Denkmann was president.

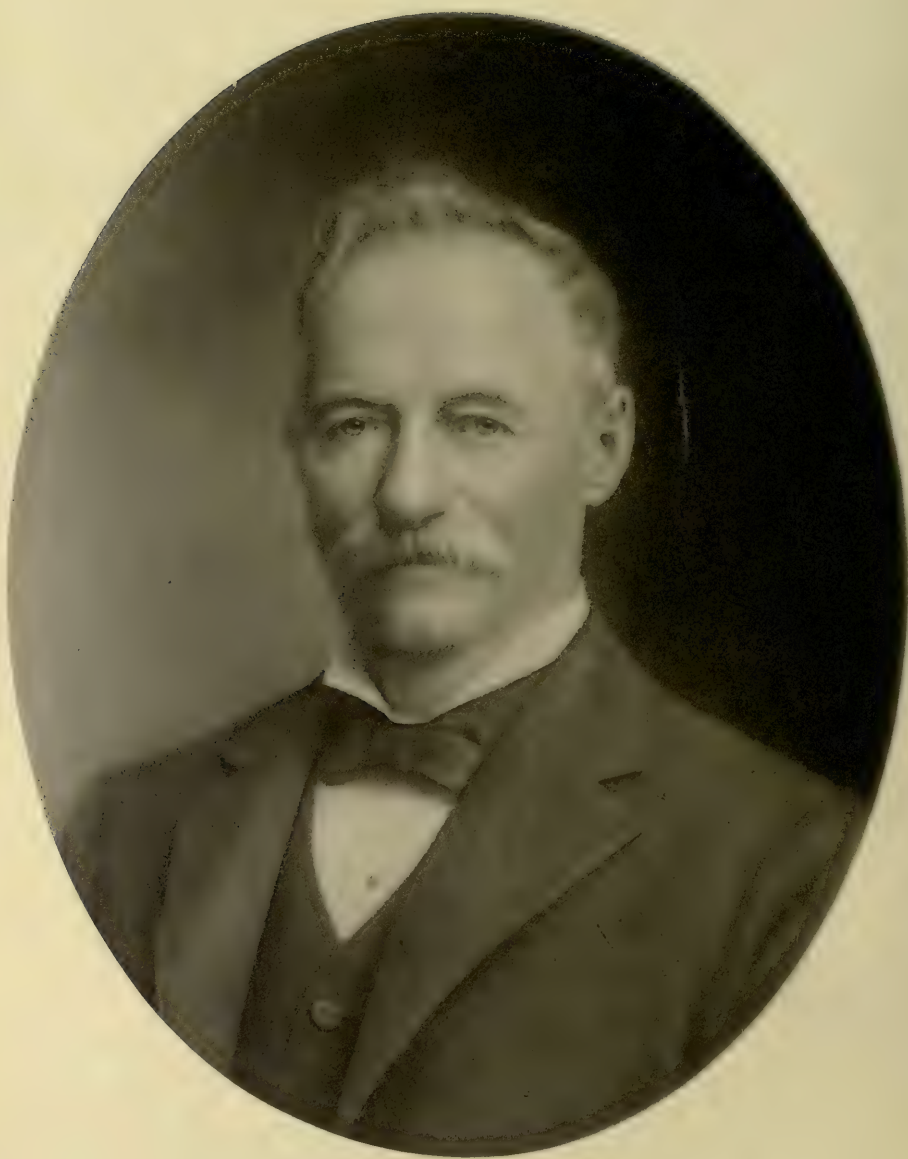
The first timber purchase made by Weyerhaeuser & Denkmann was consummated four years after the formation of the partnership, and it was the beginning of transactions that since have been carried on with such magnitude that today the members of this firm and their associates are acknowledged to be the largest timber owners in the United States. The first purchase made was in the white pine district of Wisconsin and Minnesota. Later, timber holdings were acquired in the South, where they are heavy operators. They also own enormous quantities of timber in the West, one purchase alone comprising 1,000,000 acres in the State of Washington. An enumeration of all the timber holdings in which Mr. Denkmann was interested would make an almost endless array of figures.

Mr. Denkmann continued to take an active interest in his business affairs, being relieved of much detail by his sons, F. C. and E. P. Denkmann, up to within a few weeks of his death, although his life had extended over eighty-two years.

He married Miss Catherine Bloedel, of Erie, Pennsylvania, December 9, 1849. He is survived by his widow, and by five daughters and two sons: Mrs. John J. Reimers, Mrs. Thomas B. Davis, Frederick C. Denkmann, Mrs. William H. Marshall, Mrs. Edward S. Wentworth, Edward P. Denkmann and Susanne C. Denkmann.

Mr. Denkmann was a remarkable man in many ways. He was essentially a worker; a home man; a modest man, yet one who did much more than will ever be known for his city and for those who were less fortunate than he. He was not given to the promiscuous making of friends, but those who knew him fully understood and appreciated the high character of the man.





John Paul

Many of the chieftains in the world of danger and industry reached their high stations in life by incessant application—not by startling strokes of emergency. They are the men who have been satisfied to employ their talents rationally, exerting their knowledge and power conservatively, but all the time building a business structure that would not waver and collapse in even the hardest of adverse trade winds. Such a builder has been John Paul, of La Crosse, Wisconsin. The foundation of his life work was laid in the prolific white pine sections of the central North, but in late years his activities have been shifted to the forests of the South.

Aside from his high commercial intelligence and executive force, Mr. Paul's ability to strengthen the weak points in the mechanical department of nearly every extensive enterprise in which he has been interested has aided him in reaching results that hardly would have been obtainable otherwise. The manufacturing and handling of lumber requires attention to more detailed details than, perhaps, any other line. To comprehend these intelligently, to correct mistakes and plan improvements, demands a constant alertness and an active brain. Men who are capable and willing to assume the responsibilities and cares imposed by such enterprises and activities are to be found in the ranks of engineers, architects and men who are so equipped mentally as to be able to direct business operations.

Mr. Paul is not an immigrant by birth, but he has been a citizen of the United States since early manhood, and the sense of his accomplishment has been in the land of his adoption. They are the proud words of American citizenship, a citizenship gained in his undertaking and successfully carried out in the lumber business. He is distinctly of the American generation, and having a high regard for



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Aside from his high commercial intelligence and executive force, Mr. Paul's ability to strengthen the weak points in the mechanical department of nearly every extensive enterprise in which he has been interested has aided him in reaching results that hardly would have been obtainable otherwise. The manufacturing and handling of lumber requires attention to more diversified details than, perhaps, any other line. To comprehend these intelligently, to correct mistakes and plan improvements, means a master hand and an active brain. Men who are capable and willing to assume the responsibilities and cares imposed in such operations are seldom to be found in the ranks of employees, for those who are so equipped mentally nearly always become employers.

Mr. Paul is not an American by birth, but he has been a citizen of the United States since early manhood, and the scene of his accomplishments has been in the land of his adoption. That he has proved worthy of American citizenship is exemplified in what he has undertaken and successfully carried out in the lumber business. He is distinctly of the Scotch type—alert, resourceful and having a high regard for

personal character. It was in Aberdeen, Scotland, that he was born and received a schooling under strict masters. Perhaps it was the strictness of his teachers that gave him the devotion to the principle of adherence to duty that has been apparent in all his movements. Under the old system he was apprenticed to a machinist after leaving school, and in this way he gained that practical experience in shop work that is never compensated for by mere theory.

It was this familiarity with tools and machinery that assisted Mr. Paul later, when he engaged in the manufacture of lumber, to operate his mills with a scientific precision attained by few of his competitors. Never has his interest in things mechanical waned, and to this day he is a student of mechanics, keeping abreast of the changes and improvements which are being made almost daily. In more than one instance, recognizing the opportunity, he has invented sawmill devices that now are standard articles, to be found in mills all over the country. His originality is exemplified in the mills he operates, and the ideas he has suggested and put into operation have been stamped with approval by engineers generally.

As an apprentice, working side by side with other youths indentured like himself, young Paul soon developed a facility and thoroughness in learning that reflected his true worth. Before his apprenticeship had been finished the firm by which he was employed met financial reverses and the shop was closed. The youth left his native heath and went to London, where he followed his trade for a short time.

When he had reached the age of nineteen he became dissatisfied with the conditions confronting him in the overcrowded city. Then he decided to try his fortune in a newer and younger country, where the prospects of success were of a brighter hue. So he sailed for New York in 1851 and soon found employment as a machinist in the metropolis. Later he went to Albany and then to Buffalo, adding to his skill and store of knowledge in each successive move. American shop methods differed from those of the Scotch, but he easily mas-

tered the new tools and machinery. Eventually, in 1854, he journeyed to Chicago, where he began his acquaintance with the lumber industry of the white pine Northwest, as he secured the position of mechanical superintendent for Trowbridge, Swan & White, of Muskegon, Michigan, an old sawmill firm. While acting in this capacity Mr. Paul's experience was considerably widened, as the operation was an extensive one and required ability of no mean order.

Three years later the superintendent moved to La Crosse, Wisconsin, with which city his name has been inseparably linked for nearly a half century. Mr. Paul was all the time gaining experience in manufacturing, and in 1860 he embarked in the sawmill business for himself. His original plant was operated for eight years, when it was enlarged by the equipment of two circulars and a gang saw, the standard equipment of the large mill of the period.

The need of further increasing the capacity of the plant became apparent from year to year and improvements were added, including the devices originated by Mr. Paul. The then almost unheard of capacity of 150,000 feet a day was realized in the early '70's. In 1880 fire swept the plant and destroyed the machinery, but the task of rebuilding was started before the ruins were cold. Machines of the latest type were installed and the band saws that were erected are believed to have been the first among the mills on the Mississippi River. Following the trend of the times, the business was incorporated in 1890 under the title of the John Paul Lumber Company, Mr. Paul being named as president and remaining until today in that position.

Among Mr. Paul's early southern investments were those in cypress timber in Louisiana, but the first of his large undertakings in the southern country was his purchase of timber lands in Georgia and Florida in 1892. These interests were extended systematically and in 1896 were combined in the corporation styled the East Coast Lumber Company. The concern is one of the heaviest holders of yellow pine and cypress

acreage in Florida. These properties are being exploited, an extensive logging and mill plant at Watertown, Florida, being in operation.

Outside of the lumber business Mr. Paul has taken a deep interest in the affairs and progress of the city in which he has so long made his home. For many years he was on the directorate of the La Crosse National Bank and from 1892 to 1902 he served as president of the institution, resigning because of a press of business that took him away from the city much of the time. He was also president for several years of the Black River Boom & Improvement Company, an institution which operated largely along the Black River, from whose waters came practically all of the logs for the La Crosse mills. Mr. Paul's mature experience and wise counsel makes him a valuable factor in every project with which he is associated.

Physically, Mr. Paul is of medium height, with broad shoulders and a deep chest. His face denotes a man of decision and of convictions not to be broken easily, but in the smile with which he greets a friend, and the delicate courtesy extended to all, is an inkling of the finer sensibility possessed by the sturdy lumberman.

In 1865 Mr. Paul wedded Miss Abbie Maria Smith, a native of Connecticut. Five children compose the family—three sons and two daughters. The sons, Robert H., John J. and Alexander G. Paul were interested with their father in the management of the John Paul Lumber Company, of La Crosse, and are now prominent in the affairs of the East Coast Lumber Company, Watertown, Florida.





Anson A. Bigelow

Among the men who during the last third of the Nineteenth Century were prominent in white pine manufacture in the Northwest and in the wholesale lumber trade of Chicago, none stood higher in the estimation of his fellows than Anson Alexander Bigelow, of Chicago, whose career was closed by death on October 13, 1894.

He was a man who would attract attention in any gathering on his personal appearance. Tall, robust and handsome, he added to these physical qualities a certain moral strength and steadiness which was reflected in his face and eye and voice and in all that he did. Intelligence discerns opportunity, enterprise takes advantage of that opportunity. These two elements were highly developed in the case of Mr. Bigelow. With high intelligence and a will to march, both backed and guided by moral principles, the achievement of success was to him but the following of the compass.

Members of the Bigelow family came to the New England colonies from England as early, it is said, as 1630. The grandfather of Anson A. Bigelow resided in Washington County, New York, late in the Eighteenth Century. He had a son (also who married Miss Myers). On that union was born, on November 2, 1811, Anson A. Bigelow. His early life was marked by the fate of his father. A good education was afforded by the common schools and academies of the section, which at that time were well advanced for a rural community. Endowed with a good memory, good health, good morals and a moderate amount of ambition, backed by a good education, in the age of sixteen he felt bound to carry out his own career. From the start he displayed an ability and devotion which far quickly placed him above the average youth and won the confidence of men with whom, later, he was to be



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associated in business propositions of great magnitude, and that made the name of Bigelow conspicuous for solid worth and synonymous with business and social integrity in all the Northwest.

Anson A. Bigelow left home in 1852 and became a clerk in the office of a linen manufacturer at Troy, New York, and a year later bookkeeper and general manager for the firm of Griffin & Buell, corn merchants at Albany. But office work soon told upon the health of the young man who had been used to the freedom and pure air of the farm, and so, in March, 1855, he decided to go West. His first location in the West was at Racine, Wisconsin, where he took the position of bookkeeper with Nelson Pendleton, a lumber dealer. After a few months he assumed charge of the office and eventually his services became so indispensable in the management of the business that he was offered a partnership, the firm being known as Pendleton & Bigelow. Realizing the superior advantages of Chicago as a lumber market, thus giving a demonstration of his early grasp of broad conditions, Mr. Bigelow, in September, 1862, sold his interest in the Racine firm to his partner and, in company with his brother, Charles H. Bigelow, organized the firm of Bigelow Bros. William H. Bigelow, the eldest of the brothers, became a member of the firm in 1884.

Meeting success in the yard business in Chicago, the firm in 1866 bought a sawmill at Muskegon, Michigan, acquired a large and valuable tract of white pine timber tributary to that producing center, and engaged in the manufacture of lumber. During the first year of their business in Chicago, Bigelow Bros. handled only 5,400,000 feet of lumber, but it was an unusually large business at that time for a young firm. The Muskegon mill operated two circular saws and by 1873 had an annual output of 13,000,000 feet. The capacity of the dockage of the firm in Chicago, at the height of its yard business, was 12,000,000 feet; and nearly all of the lumber shipped to the Chicago yard was carried by the fleet of vessels owned by the firm.

Upon the cutting out of the timber tributary to Muskegon, which had been accomplished by 1886, Mr. Bigelow and his brothers decided that the Lake Superior timber district offered greater inducements to their capital than did the lower peninsula of Michigan, which already commanded a high stumpage price. Consequently the firm moved the machinery of the Muskegon mill to Washburn, Bayfield County, Wisconsin, just across Chaquamegon Bay from Ashland, where additions were made to the plant, giving it a capacity of 45,000,000 feet of lumber and 15,000,000 shingles annually.

The firm had purchased 37,000 acres of timber in Bayfield County, which furnished an ample supply of logs for the mill. In 1882 the Chicago yard had been moved to the Stock Yards district, and in 1887, when the Washburn business was in operation, the Chicago yard business was abandoned and an exclusively wholesale trade was conducted thereafter. The Washburn mill was equipped with a double rotary and a double gang mill and was one of the largest, if not the largest, mills in the North. Markets for its output were found in Chicago, Buffalo, Cleveland and other lake ports.

The Washburn business continued until 1902, when the remaining timber, the plant and the railroad were sold. For forty years the business had been continued as a partnership, but in the last-named year incorporation was effected as the Bigelow Bros. & Walker Company, of which Nelson P. Bigelow, son of Anson A. Bigelow, became president; L. T. Walker, who had managed the plant at Washburn following the death of Peter Walker, became vice president, and F. H. Hartshorn, a nephew of Anson A. Bigelow, became secretary and treasurer. This corporation was interested in southern timber.

From its beginning in 1862 until his death in 1895, Mr. Bigelow was the general manager and director of the business in all its details, whether his name appeared as the executive upon the letter heads of the concern or not. With the theory and practice of lumber merchandising and distribution and

with methods of manufacture he was equally conversant. His intellectual grasp was comprehensive, keen and of that clarity which enabled him to avoid mistakes. He was, furthermore, broad in his interests and views. He was much concerned in the advancement of the lumber industry and a leader in early association work. In 1869 he assisted in the organization of the Lumbermen's Exchange, of Chicago, served many years in its directory and in 1881 as its executive head.

He married Miss Emma W. Ullmann, of Racine, Wisconsin, on December 13, 1859. Three children were born of this union: Charles H., who died in infancy; Nelson P., now general manager of the business established by his father, and president of the Bigelow Bros. & Walker Company, and Emelie S. Bigelow, now the wife of Norman Hapgood, editor of *Collier's Weekly*, of New York.

For thirty-six years Mr. Bigelow was connected with the lumber trade of Chicago, Muskegon and northern Wisconsin, and no man ever enjoyed a higher degree of confidence and respect. He was a man whose word could be implicitly relied upon, and his judgment was sought and held in the highest respect. He was esteemed as a clear-headed, enterprising, wholesouled, genial man of unswerving integrity. In his personal relations, generosity and unselfishness were his distinguishing characteristics, while he was so broad in his sympathies that younger men were instinctively drawn to him. To these qualities was due the devotion of his associates and employees as well as of his social intimates, and, combined with his intellectual qualities, they made him prominent in the best social life of the western metropolis. With his family he was a member of the Episcopal Church. He found social relaxation as a member of the Chicago and Calumet clubs. In politics he was a Republican, but he never sought an office, and would have considered it a restriction of his personal independence to have been obliged to accept any political position.





John O'Brien

Competition of the keen, cutting type has wrecked the business and character of many a man who has endeavored to make a success of his chosen work. Those who are able to escape such calamities and to build up a business on a foundation of fair dealing and honest methods have the more reason to be proud. Such a man as this is John O'Brien, of Chicago, for forty years associated with the wholesale trade of the North. He began his career as a lumberman in a lowly position, and through years of painstaking effort, by indomitable energy and strength of character, has become a respected and honored leader in the industry.

Mr. O'Brien was born in the Emerald Isle, and spent the early days of his life there. His father, Patrick O'Brien, owned two farms near the town of Tralee, County Kerry. The son was born January 6, 1847. He obtained a good school education at the Christian Brothers' Institute, at Tralee, where most of the young men of the community were prepared for college. In vacation time and after leaving school he assisted his parent in the cultivation of the farms.

When nineteen years of age young O'Brien came to America, reaching Chicago in 1866. He found employment in the lumber yard of James Dalton & Bro., at the Eighteenth Street bridge, the work being that of handling lumber on the docks and transferring it from vessels to railroad cars. For two years he worked in the capacity of a lumber chaser and was then promoted to a position in the office of the firm, where he learned bookkeeping. He showed his trustworthiness and ability and was sent by his employers to Silver Creek, located on the White River above Whitehall, Michigan, where he was placed in charge of a commissary run by the firm. Two winters he put in at Silver Creek, returning to Chicago



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When nineteen years of age young O'Brien came to America, reaching Chicago in 1866. He found employment in the lumber yard of James Dalton & Bro., at the Eighteenth Street bridge, the work being that of handling lumber on the docks and transferring it from vessels to railroad cars. For two years he worked in the capacity of a lumber shover and was then promoted to a position in the office of the firm, where he learned bookkeeping. He showed his trustworthiness and ability and was sent by his employers to Silver Creek, located on the White River above Whitehall, Michigan, where he was placed in charge of a commissary run by the firm. Two winters he put in at Silver Creek, returning to Chicago

in 1869 to work for Spalding & Porter, who operated yards at Twenty-second and Morgan streets.

Two years later Mr. O'Brien entered the employ of the wholesale lumber firm of Hartman & Graham, remaining there until 1876. In that year he gave up the position to go with the B. L. Anderson Company, a leading wholesale concern of that period, and the next three years witnessed his being made vice president of the company, with his principal duty that of purchasing the stock which the company handled. It was a responsible position, as may be judged from the fact that between 25,000,000 and 30,000,000 feet of lumber a year was bought. The stock consisted mainly of Michigan pine and Mr. O'Brien made frequent trips to Manistee and Muskegon to secure it.

Selling his interest in the B. L. Anderson Company to his partner in 1885, Mr. O'Brien started a yard on Archer Avenue, having as his associate in this enterprise P. J. Doyle, who had been previously chief inspector of lumber on the Chicago market. The firm of Doyle & O'Brien, as it was styled, was successful from the start. Upon the expiration of two years Mr. O'Brien bought the interest of his partner and, with George G. Wilcox and Major George Green, formed the O'Brien & Green Company and established yards at Main and Cologne streets, at the south end of the Throop Street bridge. The company was incorporated with a capital of \$75,000, Mr. Wilcox being made president; Major Green, vice president, and Mr. O'Brien, secretary and treasurer.

Upon the retirement of Major Green, in 1894, the company was reorganized with a capital of \$50,000 and the yard and office removed to Throop and Twenty-second streets. The business was carried on as the John O'Brien Lumber Company, Mr. O'Brien being president and treasurer and Mr. Wilcox vice president and secretary. A general wholesale and retail business was done by the company, and one of the best stocked yards in the city was maintained. With the decline of the company's northern resources the yard was closed

out in 1899, and the offices of the concern were removed to their present location at 910 Chamber of Commerce Building.

It was in 1897 that the John O'Brien Lumber Company became prominent in Lake Superior timber operations, as in that year 200,000,000 feet of standing white pine and norway timber in Bayfield County, Wisconsin, was bought for the better stocking of the Chicago yard. The company did its own logging and the logs were cut at the various mills at Ashland and Washburn. These Wisconsin holdings were supplemented in 1901 by the purchase of 200,000,000 feet of timber near Duluth, Minnesota, the logs from which were sawed in that city, and 100,000,000 feet of standing timber near Iron River, Wisconsin, was bought also, and the logs sawed at Ashland. These extensive operations required an office at Ashland, and from 1898 to 1902 this branch was under the capable management of John O'Brien, Junior, the eldest son of Mr. O'Brien.

When the northern stumpage of the company was exhausted, in 1903, George G. Wilcox retired and a new company, styled the John O'Brien Land & Lumber Company, was formed, with a capital of \$300,000. Mr. O'Brien was made president; John O'Brien, Junior, vice president; Robert B. O'Brien, treasurer, and F. W. Hall, secretary. The company bought 40,000 acres of hardwood timber land in Mississippi, together with a sawmill plant, railroad and other operating equipment, from the Delta Cooperage Company, which had been conducted for several years by the large brewing interests of Milwaukee. Early in 1904 the company disposed of 25,000 acres of this property to C. R. Lamb, of Minneapolis, Minnesota, and is actively engaged in operating the remaining 15,000 acres. The timber is cut at Philipp, Mississippi, where the company has a modern sawmill. It has the most modern log and lumber handling appliances, and has a capacity of from 40,000 to 45,000 feet of lumber a day. The company has its own electric light plant, blacksmith's shop, warehouses, stores and all necessary buildings and up-to-date equipment

for the carrying on of its operations. The railroad was sold in the spring of 1905 to the Illinois Central Railroad Company, which will make it a part of the new cutoff line in course of construction between Sardis and Philipp. The product of the mill is largely oak, both plain and quarter-sawed, the company making a specialty of quarter sawing oak, both white and red, cutting probably sixty percent of it in this manner.

Through the purchase from the brewing interests the company acquired not only the timber land but the town of Philipp. It is a prosperous village of 300 persons, nearly all of whom are employed by the company. A hotel, eight handsome cottages for the executives of the enterprise and thirty-five houses for employees are owned.

Mr. O'Brien married Miss Mary Lane, in Chicago, in 1870, and the couple has nine children—six daughters and three sons—all of whom are living. They are Mrs. Richard Driscoll; Mrs. John Kannally; Mrs. Thomas J. Leahy, of Tiffin, Ohio; May; Theresa; Frances; John, Junior; Robert B., and Walter W. O'Brien. John, Junior, and Robert O'Brien are associated with their father in business. The family has a handsome home at 4523 Prairie Avenue, Chicago.

During the two score years that Mr. O'Brien has been connected with the lumber trade of Chicago, his reputation for honesty and integrity never has been questioned. He is considered by his business associates as a safe, conservative man whose knowledge of the lumber business is thorough and extensive.





Edward Hines

Mastery of details with, at the same time, a grasp of general principles and possession of a breadth of view, ambition and enterprise seldom equaled, characterize the subject of this sketch, who in 1905 was the head, in fact as well as in name, of the largest lumber wholesaling institution in the United States, and probably in the world, and one of the heaviest lumber producers of the country.

Edward Hines is a native of Buffalo, New York, where he was born July 31, 1863, being the oldest of seven children and the only son. In 1865 his parents moved to Chicago. There, as a boy, he attended the public school, after which he worked for about eighteen months in a grocery store at Fox & Smith. He then began his lumber training in the position of tally boy with the cargo commission firm of Messrs. Fox & Smith. In a few months he obtained a position with the extensive lumber firm of S. K. Martin & Co., covering a territory up at \$4 a week.

During the time he was with Mr. Martin he was rapidly promoted, reaching the position of bookkeeper and general office man, and also serving for some time as the well known traveling salesman. When the business was incorporated in 1881 Mr. Hines, then only twenty-one years old, was made secretary and treasurer. All this time he continued to work for seven years. From 1881 until the incorporation of the company in this capacity, the S. K. Martin Lumber Company during that time, attaining the highest rank in the Chicago lumber trade.

Deciding to engage in business on his own account, Mr. Hines organized and incorporated in 1882 the Hines Lumber Company, of which he was president and treasurer. In 1883 he was president,



EDWARD HINES

Edward Hines

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Edward Hines is a native of Buffalo, New York, where he was born July 31, 1863, being the oldest of seven children and the only son. In 1865 his parents moved to Chicago. There, as a boy, he attended the public school, after which he worked for about eighteen months in a grocery store at \$10 a month. He then began his lumber training in the humble capacity of tally boy with the cargo commission firm of Peter Fish & Bro. In a few months he obtained a position with the wholesale lumber firm of S. K. Martin & Co., starting in as office boy at \$4 a week.

During the time he was with Mr. Martin he was rapidly promoted, reaching the position of bookkeeper and general office man, and also serving four years on the road as traveling salesman. When the business was incorporated, in 1884, Mr. Hines, then only twenty-one years old, was made secretary and treasurer. All this was accomplished in less than seven years. From 1884 until 1892 he served most acceptably in this capacity, the S. K. Martin Lumber Company, during that time, attaining the highest rank in the Chicago lumber trade.

Deciding to engage in business on his own account, Mr. Hines organized and incorporated, in May, 1892, with a capital of \$200,000, the Edward Hines Lumber Company, of which he was president and treasurer; L. L. Barth, vice president,

and C. F. Wiehe, secretary. Associated with him in this enterprise was the late Jesse Spalding, who at that time operated extensive mills in the Menominee (Michigan) district. As the company grew and prospered, which it did despite the years of financial stress that followed its organization, its capital was increased with the volume of business transacted.

Late in 1902 the Spalding interests in the company were transferred to Frederick Weyerhaeuser, Edward Rutledge, J. W. Cochran and Henry Cochran, and these gentlemen, with L. L. Barth, C. F. Wiehe and Edward Hines, comprise the stockholders of the company.

The rapid growth and the magnitude of the operations of this company under Mr. Hines' direction have been absolutely without a parallel in lumber history. During its first year it handled 93,200,066 feet of lumber and its business increased steadily each year, even during the dull time following the panic year of 1893. In 1901 the sales were approximately 300,000,000 feet; and in 1902, with new and extensive manufacturing connections, it handled a total of 472,746,411 feet of lumber, lath and shingles. Its 1905 record was 530,412,020 feet; probably by far the largest quantity of lumber ever handled by any one firm in a single year.

The passing years have wrought wondrous changes in the scope, character and resources of the Edward Hines Lumber Company. At the beginning of its career the company did a purely jobbing business, buying and distributing northern stocks. During the summer of 1892, the new concern accumulated some stock which it put into pile on its Blue Island Avenue yard in Chicago. Mr. Hines' first important deal in the purchase of lumber was negotiated during the first month of the company's existence, when he bought the entire Chicago stock of Thomas R. Lyon, Agent, a transaction which was regarded as immense for that time, aggregating in money as it did the sum of \$200,000. The company then undertook a general wholesaling business, shipping to country dealers in car load lots.

Other purchases followed in rapid succession. In 1894 the stock of Arthur Gourley & Co. was bought for \$150,000. The purchase of the S. K. Martin Lumber Company followed in April, 1895, the price being \$400,000. The Hamilton & Merryman Company, which had operated a wholesale yard in Chicago since 1865, sold its business and 10,000,000 feet of stock to the Hines company, in 1897, for \$150,000. In 1898 the I. Stephenson Company, which had been in business in Chicago for forty-five years, sold its stock to the Edward Hines Lumber Company for \$200,000. The new Arthur Gourley Company, which had bought out Perley Lowe & Co., was bought by the Hines company, in 1901, for \$175,000. The Edward Hines Lumber Company has, in the thirteen years of its existence, purchased six Chicago yards at a cost of \$1,200,000.

The first notable purchase of timber lands and mills by this company occurred in 1897. In that year it bought 200,000,000 feet of standing timber near Ashland, Wisconsin, from Weyerhaeuser & Rutledge. In 1898 Mr. Hines bought the McCord & Co. sawmill at West Superior, Wisconsin, including 150,000,000 feet of timber. In 1900 he purchased for the company from Street, Chatfield & Co., Chicago, 60,000,000 feet of standing timber near Duluth.

In 1901 he acquired 150,000,000 feet of standing timber near Duluth owned by the Soper Lumber Company, of Chicago, and the Hall & Munson Company, of Bay Mills, Michigan. In the fall of 1901 he bought 300,000,000 feet of standing timber in Douglas County, Wisconsin, known as the Musser-Sauntry property. A new company was organized by some of the directors of the Edward Hines Lumber Company, to operate this tract, under the name of the North Wisconsin Lumber & Manufacturing Company.

In January, 1902, Mr. Hines bought from Bigelow Bros. their mills at Washburn, Wisconsin, and 200,000,000 feet of stumpage. This purchase included the largest sawmill on Lake Superior and a logging railroad fifty-one miles in length.

In June, 1905, he purchased the property of the White

River Lumber Company, at and near Mason, Wisconsin. This deal involved a large sawmill, planing mill, 500,000,000 feet of timber and the entire town of Mason, the purchase price of which was about \$3,000,000.

Upon the organization of the National Bank of North America, of Chicago, in the formation of which, in 1902, he was a prominent factor, Mr. Hines was made a director. His knowledge of credits and his good judgment in financial matters made him a valuable counselor in that capacity. When, early in 1905, the president of the bank became involved in a trouble threatening its stability, Mr. Hines was one of a committee which, in an all-night session, sold the bank, with deposits of over \$13,000,000 obtained in less than two years' time, to the Continental National Bank and liquidating it at \$146.50 a share. Mr. Hines then was made a director in the Continental National Bank, known as the "Armour" bank.

For years he was an active member of the Lumbermen's Association, of Chicago, and, while he was several times tendered the highest office in that body, he always insisted that others be given the honor. In 1904 he was the only candidate proposed, receiving a unanimous vote as a tribute to his eminence in the trade and also to the constant effort he had made in forwarding the work of the organization.

Through Mr. Hines' efforts his company became, in 1903, the owner of the largest lumber carrying fleet on the Great Lakes. In 1905 the company owned twenty steamers and barges, with a capacity of 15,000,000 feet of lumber a trip.

In 1904, witnessing a rapid decline in the northern timber supply, the company began the purchase of southern pine timber and, by the close of 1905, had accumulated 150,000 acres of timber practically in a solid body and comprising 2,000,000,000 feet of stumpage.

Mr. Hines was married June 12, 1895, to Miss Loretta O'Doud, of Chicago, and has four children—three sons and a daughter. The oldest is Edward L., the next is Ralph, then Charles, the daughter, Loretta, being the youngest.





Alexander Stewart

Wisconsin has furnished to the lumber industry of the country a large number of its most conspicuous representatives, and of these many have become prominent in the affairs of both the State and the Nation. Of her pioneer lumbermen many have since become dominant factors in the industry in the South and on the Pacific Coast, and their imprint has been made not only on the lumber trade but also on many of the important policies that have been incorporated in law. A man who has reached such enviable prominence in the public eye is Alexander Stewart, of Wausau, Wisconsin.

On a small clearing that served as a farm in York County, New Brunswick, Alexander Stewart was born September 11, 1829. He received a fair schooling in his youth, but the means of education in those days were not within easy reach, notwithstanding which he absorbed all of the education which was available to youths of his time. For several years he worked on the River St. John, New Brunswick, along which were extensive lumbering operations—logging, driving and manufacturing. In following the occupation of a lumberman he acquired a substantial knowledge of the business as its primary development.

When twenty years old Mr. Stewart migrated to Wisconsin, reaching Milwaukee, then an outpost of the far West, May 2, 1849, after a journey lasting three days. His older brother, John Stewart, now a resident of Illinois, Illinois, had preceded him to Wisconsin by one month, and was then located at "Big Bull" Falls, on the Wisconsin River, where Wausau now stands. The young man walked from Milwaukee to Menominee, a distance of more than one hundred miles, in nine days. A month later he went to Big Bull Falls, where for a year or two he was employed in lumbering operations.



ALEXANDER STEWART

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When twenty years old Mr. Stewart migrated to Wisconsin, reaching Milwaukee, then an outpost of the far West, May 2, 1849, after a journey lasting fifteen days. His older brother, John Stewart, now a resident of Elburn, Illinois, had preceded him to Wisconsin by two months, and was then located at "Big Bull" Falls, on the Wisconsin River, where Wausau now stands. The young man walked from Milwaukee to Mosinee, a distance of more than two hundred miles, in nine days. A month later he went to Big Bull Falls, where for a year or two he was employed in lumbering operations.

In 1852 he formed a partnership with his brother under the firm name of J. & A. Stewart, and engaged in logging and buying lumber, and rafting the purchases down the Wisconsin River to the Mississippi, and thence to the markets of the middle Mississippi as far south as St. Louis. Mr. Stewart made seventeen of these hazardous trips of six hundred miles during the more than twenty years he followed that branch of the business.

By the admission, in 1872, of Walter Alexander to the firm, the name was changed to J. & A. Stewart & Co. and a mill at Wausau was bought, which contributed 9,000,000 feet annually to the volume of business previously transacted. From that time on the sawmill and manufacturing interests of the partners increased steadily. After 1872 no lumber was rafted by the firm to St. Louis, as markets nearer at hand were found for it. In 1884 the Alexander Stewart Lumber Company was incorporated, with Alexander Stewart president, John Stewart vice president and Walter Alexander secretary and treasurer, and a large mill was built at Wausau. The concern at that time manufactured from 25,000,000 to 30,000,000 feet of lumber annually, and since its start has converted more than 900,000,000 feet of pine stumpage into lumber.

Mr. Stewart organized and became the president of the Champayne Lumber Company in 1886, which concern operated a large sawmill at Merrill, Wisconsin, and manufactured lumber until the business was closed out in 1899. The Alexander Stewart Lumber Company became interested in the Montreal River Lumber Company, at Gile, Wisconsin, and Mr. Stewart was its treasurer until manufacturing was discontinued, several years ago, its product having been from 25,000,000 to 30,000,000 feet of lumber a year. In 1899 the Alexander & Edgar Lumber Company, of Iron River, Wisconsin, was organized, with Mr. Stewart as president, and operations were carried on until 1903. This sawmill plant was sold entire to the Edward Hines Lumber Company, of Chicago, in 1905. Mr. Stewart also was interested in the Quaw Lumber Company, manufacturing hardwoods at Edgar, Wis-

consin. In 1900 he took stock in the Thief River Falls Lumber Company, operating at Thief River Falls, Minnesota, and, in the fall of 1904, he became a stockholder in the Pigeon River Lumber Company, of Port Arthur, Ontario. Other important northern interests in which he is prominent are the Greer-Wilkinson Company, of Indianapolis, Indiana, which operates twenty-eight retail yards in the Hoosier State and a wholesale business at Michigan City, Indiana; the F. H. Gilcrest Lumber Company, a leading line yard concern which was organized in 1884, with twenty-six branches in Nebraska, Colorado and Wyoming, and the Stewart Lumber Company, headquarters at Wausau, operating eight retail yards in Iowa. The Alexander Stewart Lumber Company, of Wausau, besides its manufacturing operations, owns and controls three prosperous retail yards in Wisconsin—at North Milwaukee, at Appleton and at Baraboo. Altogether Mr. Stewart is a factor in more than eighty retail yards.

In the South and on the Pacific Coast Mr. Stewart is extensively interested in lumber manufacturing. He is president of the Stewart & Alexander Lumber Company, operating a circular and gang sawmill and planing mill at Gifford, Arkansas, and was one of the group of northern lumbermen who, in 1902, built a large double band sawmill and planing mill at Malvern, Arkansas, which, with an extensive supply of southern pine and hardwood timber, is operated under the corporate title of the Wisconsin & Arkansas Lumber Company. He is a large stockholder and a director in the McCloud River Lumber Company, of San Francisco, with mills at McCloud, California, formerly known as the Scott & Van Arsdale Lumber Company. He is a stockholder and director in the Pacific Coast Redwood Company, of San Francisco, and owns a large interest in the West Coast Timber Company, of Portland, Oregon.

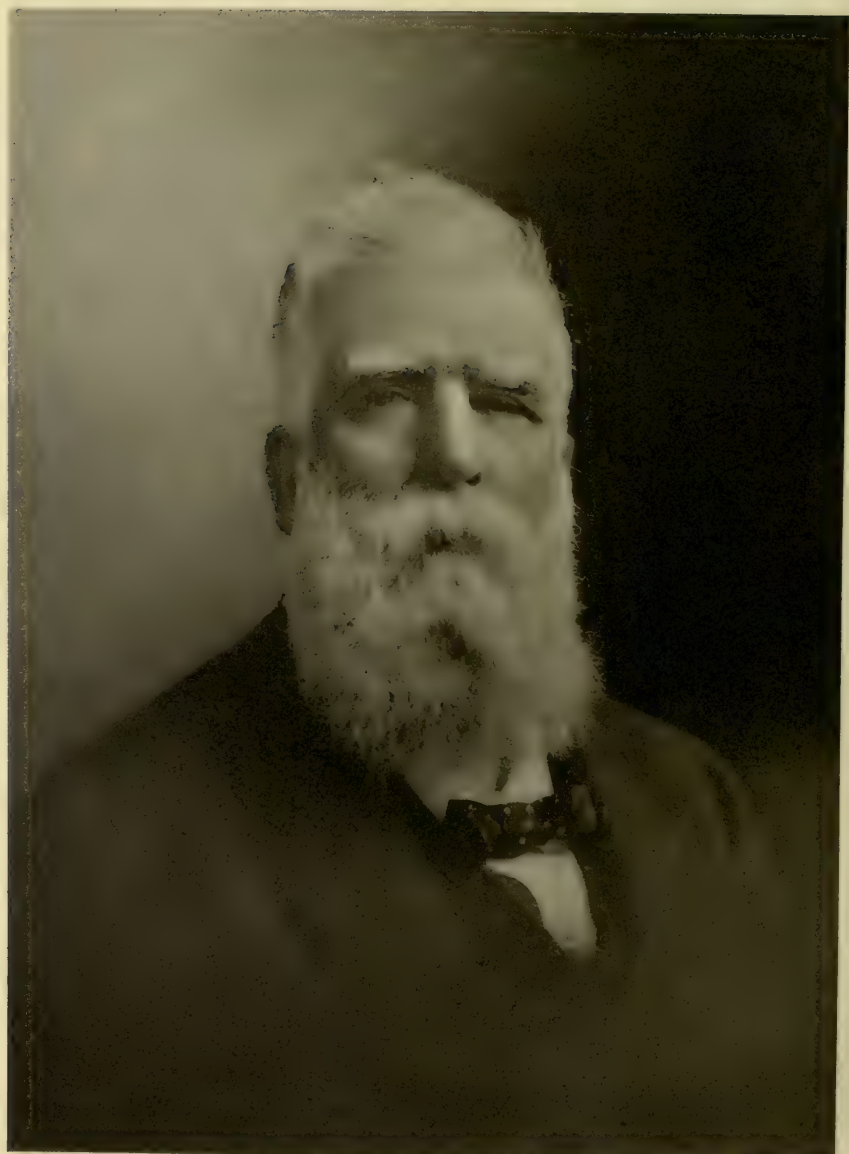
Through a continuous residence in Wausau since 1849, Mr. Stewart has naturally taken great pride in the development of the Wisconsin Valley and its resources, and has devoted

much energy to this end. He is president of the Marathon County Bank, at Wausau; of the Wausau Boom Company, and of the Wausau Land & Investment Company, made up of Wausau lumbermen and capitalists. This concern has bought nearly 200,000,000 feet of standing pine in northern Wisconsin and Minnesota. With others he organized the Wausau Paper Mills Company, also.

Although Mr. Stewart never harbored ambition for public life nor a desire for political honors, at the solicitation of his friends in 1894 he permitted his name to be used in connection with the Republican nomination for Congress in the Ninth Congressional District of Wisconsin. Not only was he accorded the unanimous nomination of his party, but his popularity was attested by a majority of 7,800 votes in a district that had for several terms previously been carried by the opposite party by a majority of 5,000 or more. He served so satisfactorily that he was twice reëlected, each time by an increased majority. He served on the committees of Indian affairs, public buildings and grounds, and manufactures, and contributed in no small degree to the upholding of the principle of protection as applied to American industries, especially that of lumber. He shuns notoriety and is impervious to flattery, but deep down in his heart must exist the consciousness of duty well done, for that is the verdict of all who have passed judgment on his record, public or private. The lumber trade of the country owes much to him and does not withhold from him the honors that he has so richly earned.

Personally, Mr. Stewart is quiet and unostentatious. He is dignified yet democratic in his bearing, and frank and open in his speech. His life has been devoted to business, yet he has shown no neglect of family or social ties. He commands the esteem of his neighbors and the hearty respect of his employees, testifying to his genuine worth.





William H. Bradley

With a character as strong and rugged as the granite ribbed hills of his native State, William H. Bradley accomplished things that will live much longer than the span of his own life, which was closed by death January 7, 1907. He was one of the strongest and most original personages in the great Northwest, where he drew from nature's storehouse substantial wealth, only to dispense it generously for the upbuilding of the State. Of commanding physique and imperious temperament he yet possessed a kindliness that won for him honor and respect from friends and enemies—but a man of his character must of necessity have both.

To no efforts but his own could Mr. Bradley's success be ascribed. As the son of a family of lumbermen of the Maine woods, his knowledge of the forests was natural. But he chose not the fields of his forefathers in which to labor. Too early a section of the country that in his young manhood days was practically new. And in these times he brought what a man of brains and honesty could do in making the basis of the lumber industry.

In Bangor, Maine, that old, rugged, bustling town, where lumbering has been followed for generations, William H. Bradley was born, February 22, 1867. Like many of the lads of that section he developed an interest in the woods, and succeeded along with the knowledge gained in the common schools. Though his father was a great lumberman on the Penobscot, Aroostook and other rivers, because the young man was not inclined to follow him the business which had determined to strike out for himself. He was seventeen years old when he announced his purpose of going west to seek employment. With funds provided by his father the youth journeyed alone to Iowa, a trip of nearly six days, and found work



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To no efforts but his own could Mr. Bradley's success be ascribed. As the son of a family of lumbermen of the Maine woods, his knowledge of the forests was inbred. But he chose not the fields of his forefathers in which to labor, but rather a section of the country that in his young manhood days was practically new. And in these scenes he wrought what a man of brains and honesty could in making the history of the lumber industry.

In Bangor, Maine, that old, typical lumber town, where lumbering has been followed for more than a century, William H. Bradley was born, February 25, 1838. Like many of the lads of that section he developed shrewdness and a desire to succeed along with the knowledge gained at the country schools. Though his father was largely interested on the Penobscot, Aroostook and other lumber streams, the young man was not satisfied to enter into the business there, but determined to strike out for himself. He was seventeen years old when he announced his purpose of going west to seek employment. With funds provided by his father the youth journeyed alone to Iowa, a trip of weeks in those days, and found work

as a common laborer on a farm. It was not an alluring life and the pay was small—\$1 a day and board—but the Maine youth did not give up, working on for three years before returning home for a vacation.

A desire, that almost amounted to a passion in his case, to make his own living took young Bradley west again, and he worked at various lines at Dubuque, Iowa, and Janesville, Wisconsin, going over to the Au Sable River in Michigan in the winter time. Later he returned to Janesville, and, in turn, went to St. Cloud, Minnesota; Oshkosh, Wisconsin, and Harvard, Illinois, and at the latter place ran a retail lumber yard. About 1860 he began to invest in Wisconsin timber lands, especially along the tributaries of the Wolf River above Oshkosh. In 1862 he gave up the retail business in Illinois, moved to Oshkosh, and with others built a sawmill. This plant was disposed of ten years later. In the same year Mr. Bradley became associated with O. P. Pillsbury, the firm of O. P. Pillsbury & Co. was formed and a mill put up at Muskegon, Michigan. In 1867 he built a mill at Manistee in connection with Wheeler, Hopkins & Co.

During the running of the Muskegon mill Mr. Bradley operated on the Muskegon, Manistee and Pere Marquette rivers. The venture was a profitable one, and, although he had but a modest accumulation of his own, he did not lack for credit, as the men with whom he was associated appreciated his executive qualities and his ability successfully to conduct an operation. In 1877 he removed to Milwaukee, and until 1886 operated chiefly along the Chippewa River under the style of Bradley Bros. & Co., and also did business as the State Lumber Company.

Mr. Bradley's name will be most lastingly known in connection with the Land, Log & Lumber Company, and the city of Tomahawk, which he founded. It is related of him that he was passing up the Wisconsin River in company with the late E. A. Foster when, looking over the broad expanse of water, he suddenly announced to his companion his determi-

nation to build a town, and indicated with his finger a pretty stretch of water front which became the site of his projected municipality. He added that he would call the town Tomahawk. And, later, he carried out his word. He proceeded to organize the Land, Log & Lumber Company, which was incorporated March 5, 1883, with himself, Oliver P. Pillsbury and Edward Bradley as the incorporators.

A wide scope of business transactions in timber lands and lumber was authorized in the articles of incorporation, and at its inception Mr. Bradley and his associates bought large tracts of timber in Wisconsin and in other states of the Northwest. The original capital was placed at \$500,000, divided into 5,000 shares, but the business assumed such proportions from the start that on November 6, of the same year, the charter was amended to permit increasing the capital to \$2,000,000, fully paid in. This was further increased to \$2,500,000 July 9, 1890. Oliver P. Pillsbury was the first president of the company and Edward Bradley its first secretary. Though the concern under its charter could do a lumber manufacturing business, but little in this line was attempted, the general policy being to contract its timber, accepting in payment a certain percentage of the net selling price of the lumber. In this manner the company shared with the manufacturers with whom business was done the profits of operation, bearing its share of price declines.

Enormous timber resources of his own outside those of the company were acquired by Mr. Bradley, these holdings being mainly on the upper Wisconsin above Tomahawk. Logging and milling operations were conducted on a large scale at this point, under the style of the Bradley Company, no less than four mills having been run at one time. In later years only two mills were operated, with a production of 50,000,000 feet of lumber annually. To oversee these extended interests required a man of unusual activity, but Mr. Bradley was equal to the task and kept in close touch with his interests up to the time of his fatal illness.

Tomahawk, the town which he founded, was his pet and pride. It is situated in the midst of many small streams and lakes, as well as being on the Wisconsin River, and is best described as a "sawmill Venice." During late years the sawmill business has witnessed a decline, but the population, on the other hand, is increasing, through the establishment of other industrial enterprises and the development of the surrounding country for agricultural purposes.

Mr. Bradley was the leader in everything that added to the welfare of the town. He was liberal in his expenditures, building schools for the children, churches for the moral training of the citizens and excellent hotels for the entertainment of travelers. He also established a big general store with branches at other points, and was responsible for the publication of a newspaper. While he did not lavish his money on philanthropic projects brought before him for financial support, there were very few worthy objects that did not receive substantial aid from him. He was constantly striving to better the condition of the citizens of the section, and along this line he inaugurated and equipped small circulating libraries which were passed from town to town.

In furthering the lumber operations at Tomahawk and the interests of the city itself, Mr. Bradley built the Marinette, Tomahawk & Western road, sixty-two miles in length, with several prosperous towns along it.

He was a director of the Chicago, Milwaukee & St. Paul and of the Minneapolis, St. Paul & Sault Ste. Marie roads. He was interested in the Marine Bank of Milwaukee and had other diverse interests, including Pacific Coast timber holdings.

Mr. Bradley left an adopted son, William I. Bradley, and a widow. The latter was Miss Marie Hannemyer, who had been his private secretary for twenty years, and whom he married a few days preceding his death.





George E. Wood

A type of the sound, conservative business man, who bases his theory of life on integrity, intelligence and industry, was George Ellery Wood, of Chicago, Illinois, whom death claimed July 9, 1905.

Mr. Wood was a tireless worker, even when he had arrived at the age when most men are satisfied to rest and recuperate as long and as often as they feel like doing. He did not continue his labors because he was anxious to lay up wealth—for he had provided amply for the future—but because he had acquired habits of industry, which he preferred to follow in order to keep from rusting mentally or physically. He was a man of steadfast probity and of scrupulous ideas, not from transient policy, but from lifelong principles inculcated by generations of Puritan ancestry.

The earliest member of the branch of the Wood family of whom there is record was Captain John Wood, of the fifth generation preceding the subject of this sketch, born in Framingham, Massachusetts, in 1664, and whose grandfather is thought to have come from England early in the Seventeenth Century. Captain Wood was a prominent man in his day and married, March 3, 1711, Elizabeth Buckminster, daughter of Joseph Buckminster, of Hingham, Massachusetts, who was of English birth. The Woods of that day were prominent in the history of the Bay State and of the country, and figured in the French and Indian and Revolutionary wars. William F. Wood, father of George E., was born September 27, 1812, and his wife was Emily Curtis.

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GEO. E. WOOD

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George Ellery Wood was born at East Douglass, Worcester County, Massachusetts, January 11, 1837. The family moved to the city of Worcester, where the son went to the public schools, graduating from the high school in 1854. A year

later the family went to Moline, Illinois, and soon afterward George secured a situation with Burnell, Gillette & Co., lumber manufacturers at Davenport, Iowa, across the Mississippi River from Moline. For four years he performed the various duties of office man and bookkeeper. His father, who was a mechanic, had just formed a partnership with his old friend William Deere, the founder of the great plow-making institution of Deere & Co., Incorporated, when, in 1856, he died and the son was thereafter thrown entirely upon his own resources. The young man, during his connection with Burnell, Gillette & Co., had saved up a little money which he added to a modest bequest from his father and, in 1859, with a capital of \$5,000, he embarked in the retail lumber trade in Davenport. The business flourished. In 1865 he was one of the organizers of the Citizens' National Bank of Davenport, remaining in the directorate until his removal to Chicago, in 1869, at which time he disposed of his yard and other interests at Davenport.

Reaching Chicago Mr. Wood, with Asa P. Kelley and David Kelley, both of whom had been identified with the metropolitan market for years, organized the wholesale firm of Kelley, Wood & Co. A wholesale yard was conducted, and, in addition, the Addis & Watson sawmill at Muskegon, Michigan, was bought, together with sufficient stumpage to keep the mill in operation for several years. The output of this mill was 20,000,000 feet of lumber annually and the firm continued to add to its timber lands from time to time, accumulating during its existence about 200,000,000 feet of stumpage. In 1877 Mr. Wood purchased the sawmill and remaining timber at Muskegon from his partners and sold them his interest in the Chicago wholesale yard business.

In the next few years he turned his attention to manufacturing exclusively, meanwhile maintaining the general office in Chicago until 1890, when, the pine timber resources of the Muskegon district becoming so diminished as to prevent the acquisition of adequate supplies for further operations, he

determined upon a change of location and, accordingly, the mill was dismantled. Foreseeing the early exhaustion of the Muskegon district supply, in 1885 he had insured himself against it by the purchase of 8,000 acres of white pine timber in Oneida County, Wisconsin, estimated to contain 200,000,000 feet. In the midst of the virgin forest he laid out the town of Woodboro, and, in 1891, he erected there a sawmill of the single band pattern, together with dwellings, stores, planing mill, dry kilns, dry lumber shed and all the accessories of a first-class manufacturing plant and town. To operate this plant the George E. Wood Lumber Company was organized, with a capital of \$350,000. For thirteen years the business was prosecuted with excellent results, until the exhaustion of the original tract, together with many millions of feet of additional timber which had been purchased at opportune times. Fire destroyed the company's planing mill at Woodboro in May, 1904, and so near was the end of its usefulness that it was not rebuilt.

As the end of his northern manufacturing operations came into view and suitable timber was not to be found in the north country, Mr. Wood, in 1902, bought 80,000 acres of yellow pine timber land at Caryville, Florida, together with a circular sawmill of 25,000,000 feet annual capacity. In the years that followed he added to these holdings, and at the time of his death his investments in Florida represented approximately \$1,000,000. The company operating the plant was known, until July 1, 1905, as the Sanford Lumber Company, but was succeeded on that date by the George E. Wood Lumber Company, of which George E. Wood was president; William F. Wood, vice president and treasurer; J. C. Anderson, vice president and general manager, and Joseph L. Strong, secretary. The plant comprises, besides the sawmill, a modern planing mill, dry kilns, boarding house, dwellings and everything material pertaining to the village of Caryville, including the town site.

With the business and financial circles of Chicago Mr.

Wood was no less prominently identified than with the lumber industry. He was known as an active, reliable and clear-headed business man; and none commanded higher respect as a merchant or citizen than he. He aided in the organization of the American Trust & Savings Bank, of Chicago, in 1887, and was one of its largest shareholders. From its organization until 1896 he was one of the directors of the bank and in this, as in other corporations with which he was connected, his counsels commanded the esteem and confidence of his associates.

One of his large investments was in the extensive wholesale wagon stock and hardware firm of Kelley, Maus & Co., of Chicago, which is capitalized at \$500,000 and of which Mr. Wood owned a quarter interest. He was vice president of the concern, a position to which he was elected in 1885. The Cicero Lumber Company, of Austin, Illinois, also was largely owned by Mr. Wood and represented an investment of \$50,000. This is one of the largest retail lumber institutions in or near Chicago, and was established in 1892. Another important side interest of Mr. Wood was the Sinclair Laundry Machinery Company, of Chicago, of which he was president and the principal stockholder.

Mr. Wood married, in 1860, Miss Harriet L. Lovejoy, daughter of Lund Lovejoy, of Lowell, Massachusetts. Mrs. Wood died in 1886, leaving one son, William F., the vice president and treasurer of the George E. Wood Lumber Company, and one daughter, Annie L., the wife of Frank R. Meadowcroft, of Chicago. In 1889 Mr. Wood married Mrs. Caroline N. Kelley, daughter of the late Hon. Seth Marshall, of Painesville, Ohio.

Mr. Wood for years was a member of the Union League and Calumet clubs, of Chicago. He was an ardent Republican in politics, but never took an active part in political affairs.





Edward A. Foster

To various traits has been ascribed the credit for the success of the men who have made the history of our Southern section of this country, but almost absent all most prominent and integrity. These men were to be found in the men who were born on the soil of the South of New England. It was especially evident with great men, men of great talent in the native State, was E. A. Smith, a student, whose remarkable career was marked by great achievements.

Far back in the Seventeenth century, when Puritans found the New England coast (from Massachusetts to Maine) empty, the family name of Foster began to add to the list of names. The first of the family plants have imparted their names to the following: Benjamin Foster, who was first a manufacturer of shoes in Boston; John Foster, also operator of a shoe factory; and Edward Foster, the first to make shoes in Portland. Augustus Foster



EDWARD A. FOSTER

Edward A. Foster

To various traits has been ascribed the credit for the success of the men who have made the history of the lumber industry of this country, but above them all stand perseverance and integrity. These traits seem to be inbred in the men who were born on the rock-ribbed coasts of New England. A man especially endowed with them, and who claimed Maine as his native State, was E. A. Foster, of Merrill, Wisconsin, whose remarkable career was ended by death December 21, 1902.

Far back in the Seventeenth Century three brothers came to the New England coast from England; these brothers bore the family name of Foster. Almost from the day they landed they began to add to the history of the country, and their descendants have imparted luster to the family name. Colonel Benjamin Foster, who won fame in the war for independence, was a manufacturer of lumber at Machias, Maine. His son, Levi Foster, also operated a sawmill there, as did the latter's son, Edward Foster, the father of the subject of this sketch, Edward Augustus Foster.

Edward was born at the family home in Machias, August 10, 1829. His boyhood days were spent about the sawmill of his father and it was, therefore, but natural that he should incline toward the lumber industry. The ideas governing the raising of a family were somewhat different in those days from those of the present and, instead of the youth having the best education available, he worked as a laborer about the mill of his parent. While the training of hand and mind was given at the expense of mere schooling it was, nevertheless, an experience never regretted by Mr. Foster in after years.

Mr. Foster started out in the world for himself in 1850, when he was twenty-one years of age. From the parental

roof in Machias he went to Boston. He did not find employment, but a streak of venturesomeness in the young man led him to enlist as a member of a crew of a vessel which was being loaded with sawmill machinery consigned to Pope & Talbot, on Puget Sound. Six months were occupied in making the trip, but eventually Port Gamble, now in the State of Washington, but then in the Territory of Oregon, was reached and the mill which the vessel carried was taken ashore and set up. It is believed to have been the first sawmill in the western wilderness of forests washed by the waters of the Pacific Ocean. Upon his arrival at Puget Sound Mr. Foster entered the employ of Pope & Talbot, and for two years remained at Port Gamble, most of this time being put in about the sawmill.

Then a desire to visit the East possessed him, and he went on a sailing vessel as far as the Isthmus of Panama. He traveled with a companion across the mountains to the Gulf of Mexico, and from there sailed by ship to New York. While on the Coast Mr. Foster, by dint of hard work and careful living, had managed to save nearly \$3,000. This money he had exchanged at San Francisco for a New York draft, but, to his bitter disappointment, upon reaching the metropolis he found that the bank upon which the draft was drawn had failed. All the money he had left was a few dollars in currency. He had planned to return to his old home at Machias, but the loss of the money caused him to alter his plans.

Instead of going to Maine he went up into the lumbering district of Pennsylvania, where, with a brother, Luther Hall Foster, he rented a small sawmill. It was an old fashioned sash mill and by working eighteen hours a day each, with the aid of one man during the day time, from 6,000 to 8,000 feet of lumber per diem was turned out. For two years he continued to run the plant and thus accumulated sufficient means with which to make another start in the world. This start was at Oshkosh, Wisconsin, where Mr. Foster and his brother went in 1855. With Captain Burnham and several others he

built the first gang sawmill in Oshkosh, but the day before it would have been ready to start sawing the plant was destroyed by fire, and thus the young lumberman experienced another serious reverse. The mill was rebuilt, however, and the original oak-framed structure stood on the old site in Oshkosh until a few years ago.

Fate was not particularly kind to Mr. Foster in his early days, as, in addition to the misfortunes which have been recounted, another one came in 1857, when a financial panic wiped out his capital and that of his associates. By no means was he discouraged, however, and he determined to begin again. He went to Cairo, Illinois, and entered the employ of a lumber firm where he remained for a year. At that time the upper Mississippi country appeared as a new lumbering district, and Mr. Foster was imbued with the old spirit of adventure. By boat he went up the river to within ninety miles of the Falls of St. Anthony, which are now in the city of Minneapolis, and walked from there to the Falls. Finding nothing to encourage him there he started across Wisconsin and reached Oconto, on the shore of Green Bay, where he worked for seven years in the employ of Holt & Balcom, Iverson & Whitcomb and the Holt Lumber Company.

Mr. Foster crossed the lake to Muskegon in 1865 and became mill superintendent for S. N. Wilcox. From Muskegon he went to Ludington, Michigan, where he purchased an interest in the Pere Marquette Lumber Company, taking charge of the logging and manufacturing departments of that enterprise. Associated with him in the company were his brother, L. H. Foster, James Ludington, D. L. Filer, John Mason Loomis, and John McLaren. He sold his interest in that concern in 1872 and organized the firm of Foster & Stanchfield, and the partners bought the mill operated in later years by the Butters & Peters Salt & Lumber Company at Ludington. This operation was continued for four years, when Mr. Foster sold his interest and, in 1877, turned his attention to the manufacture of shingles, conducting business under the firm name

of E. A. Foster & Co. From 1881 to 1883 Mr. Foster was out of business because of poor health. In the latter year he and his son Harry purchased T. H. Sheppard's interest in the wholesale lumber yard of A. R. Gray & Co., at Chicago, in which concern he remained until December, 1884.

At Wausau, Wisconsin, in January, 1885, Mr. Foster, with his son, bought an interest in the McDonald Lumber Company, selling it a year later, when he organized the Merrill Lumber Company. This concern secured the sawmill of the old Lincoln Lumber Company, at Merrill, acquired a large tract of standing pine timber and began the manufacture of lumber. Mr. Foster was president of the Merrill Lumber Company from 1888, and a director in the Merrill Boom Company. Among his other interests was the Red Cliff Lumber Company, manufacturing lumber at Redcliff, Wisconsin, of which concern he was one of the organizers. He was largely interested, at the time of his death, in the Arkansas Land & Lumber Company, the Wisconsin & Arkansas Lumber Company, both of which concerns hold large tracts of timber in Arkansas, and the Wausau-Everett Investment Company, a timber holding company of Washington.

In April, 1856, Mr. Foster married Miss Laura Helen Foster, of Machias, Maine, a friend of his childhood days. A large family was reared, the following surviving: H. H. Foster, of Little Rock, Arkansas; George E. Foster, of Mellen, Wisconsin; Mrs. F. E. Gary, of Memphis, Tennessee; Mrs. Russell Lyon, of Wausau, Wisconsin, and Mrs. H. E. Smith, of Wausau. Another daughter, Mrs. L. K. Baker, is dead. Mrs. Foster died eight years ago.





Harry H. Foster

As it is impossible to enter into the inner self of any man and determine how he stands before the tribunal of his own conscience, judgment must be made by the conduct and fruits of his social and public life. By the spirit which looks out from his eyes and is manifested in his acts the inner man must be judged, and few few mistakes are made by a man's associates, or even casual acquaintances, in their conclusions as to his real character. To say, then, that a man stands three feet, is to say that he is sound at heart and worthy of the respect and confidence of his fellows. Such must be the verdict and such is the conclusion drawn by his fellows as to Harry Howard Foster, of Merrill, Wisconsin, and Malvern, Arkansas. Their conclusion of the feelings of others, bitterly hating carcinomous cancer, is modest in his demeanor as a schoolboy, yet strong when he has endeavored to do his duty to himself and to his fellow.

Harry H. Foster is the son of Edward Augustus Foster, of Merrill, Wisconsin, for many years—until his death in 1900—president of the Merrill Lumber Company, of Merrill, Wisconsin. He comes of good old Puritan stock. The first of his family in this country came to New England in the Seventeenth Century from England, and of the descendants history goes with one in particular, Col. Benjamin Foster, who, in 1757, was engaged in the manufacture of lumber at Machias, Maine. During that year the British sent a sloop from Boston to Machias, to seize a load of lumber to be taken back to Europe and used in building defensive works for the hated British soldiers. When Colonel Foster heard of the coming of the vessel for lumber from his sawmill, he and Jeremiah Foster, another native of Machias, organized a party of "volunteers" and captured the British vessel and its crew in



HARRY H. FOSTER

Harry H. Foster

As it is impossible to enter into the inner self of any man and determine how he stands before the tribunal of his own soul, judgment must be made by the conduct and fruits of his social and public life. By the spirit which looks out from his eyes and is manifested in his acts the inner man must be judged, and but few mistakes are made by a man's associates, or even casual acquaintances, in their conclusions as to his real character. To say, then, that a man stands these tests, is to say that the man is sound at heart and worthy of the respect and confidence of his fellows. Such must be the verdict and such is the conclusion drawn by his fellows as to Harry Howard Foster, of Merrill, Wisconsin, and Malvern, Arkansas. Ever considerate of the feelings of others, bitterly hating ostentatious display, as modest in his demeanor as a schoolboy, yet strong withal, he has endeavored to do his duty to himself and to his fellows.

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what was the first naval battle of the War of the Revolution. For this active bravery the Continental Congress gave them a vote of thanks and turned the British vessel over to them as their reward.

Colonel Foster performed many other acts of bravery and daring during the war and, when it was over, returned to the peaceful pursuit of making lumber in his sawmill at Machias. His son, Levi Foster, continued in the lumber business, as did the latter's son, Edward Foster, who was the father of Edward Augustus Foster and the grandfather of Harry H. Foster. So it is seen that the subject of this sketch inherited his inclination for lumbering, which has been his vocation all his life. His father rounded out a life in the lumber trade, which, at first, was marked by many ups and downs, but which eventually resulted in that success which his untiring efforts fully merited. After a brief career on the Pacific Coast and then for a few years in Pennsylvania, the elder Foster located at Oshkosh, Wisconsin, in 1855 and with his associates built the first gang mill there. In the panic of 1857, however, his little start was swept away.

It was in that year that his oldest son, Harry H. Foster, was born. Soon after that event the parents moved to Oconto, Wisconsin, where the father engaged in the lumber business, and there they remained until Harry was eight years old. In 1865 the family moved to Muskegon, Michigan, where they remained four years, moving to Ludington, Michigan, in 1869, the senior Foster acquiring an interest in the Pere Marquette Lumber Company. Here Harry attended the common schools, and also spent two years at Olivet College, Olivet, Michigan, leaving before graduation to engage in the lumber business with his father at Ludington, the firm then being E. A. Foster & Co. In 1883 Harry and his father, having previously disposed of the manufacturing interests at Ludington, went to Chicago, where they purchased T. H. Sheppard's interest in the wholesale lumber firm of A. R. Gray & Co. This was Harry's first personal interest in the lumber industry.

In December, 1884, he retired from the firm, and the next year he and his father went to the Wisconsin Valley, which was just beginning to attract attention as a lumber district of importance. They bought an interest in the McDonald Lumber Company, but sold out the next year, and in the spring of 1886 Harry H. Foster went to Racine, Wisconsin, and was one of the incorporators of the West Shore Lumber Company, then engaged in the wholesale and retail lumber business, which is still in existence. After remaining in Racine a year he sold his interests there and went to Merrill, Wisconsin, and bought an interest in the Merrill Lumber Company, which had been incorporated the preceding year by E. A. Foster; W. H. Bradley, of Tomahawk, Wisconsin; James Bradley, of Milwaukee; Edward Bradley, of Chicago; A. P. Lovejoy, of Janesville, Wisconsin, and W. G. Collins, then of Chicago, now of Tomahawk, Wisconsin. Harry Foster at once took the position of superintendent of this company's business and remained in that capacity until December 1, 1901, when he resigned to accept the presidency and management of the newly organized Wisconsin & Arkansas Lumber Company, at Malvern, Arkansas. Until Mr. Foster's resignation the personnel of the Merrill Lumber Company remained as it was nearly fifteen years previous, during all of which time Mr. Foster directed its affairs; and it may be said truthfully that a large measure of its success was due to his care and foresight.

Mr. Foster has been instrumental in organizing other lumber companies and has purchased interests in still others, having been treasurer of the Thief River Falls Lumber Company, Thief River Falls, Minnesota; secretary of the Wausau & Everett Investment Company, which owns considerable timber in the State of Washington; secretary of the Arkansas Land & Lumber Company, a concern made up of Wisconsin Valley lumbermen, which owns a large tract of yellow pine timber near Malvern, Arkansas. The Wisconsin & Arkansas Lumber Company owns and controls more than 1,000,000,000 feet of yellow pine timber. It is capitalized at \$1,250,000 and

its members are such well known Wisconsin Valley lumbermen as L. N. Anson, John Landers, C. C. and W. H. Yawkey, Alexander Stewart and Walter Alexander, Jacob Mortenson, Charles Edgar, E. A. Foster, George E. Foster and Harry H. Foster, who is its president and manager. Mr. Foster is a director of the National Bank of Merrill and also of the Merrill Hotel Company. He has served his city as mayor and always has taken an active part in every matter of public interest.

For many years Mr. Foster has been an active member of the Presbyterian Church at Merrill, superintendent of its Sunday school and an active and earnest worker for the betterment of mankind and for the upbuilding of the Christian faith, in which he firmly believes. He married Miss Elisabeth Wallin, of Grand Rapids, Michigan, June 15, 1886, and to them has been born a family of three children—Marion L., Wallin G. and Dorothy May Foster.

The first meeting of the Wisconsin Valley Lumbermen's Association was held in May, 1893, in the parlor of the Bellis House, Wausau. Mr. Foster had been instrumental in calling the lumbermen together, and the result was the formation of the Wisconsin Valley Lumbermen's Association, with himself as president, which office he held for several years, then becoming secretary for some time thereafter. In January, 1906, Mr. Foster was elected vice president of the Yellow Pine Manufacturers' Association.





George E. Foster

One of the younger men in the lumber industry of Wisconsin, but who, with fiber toughened and every faculty awakened by a most practical early training, has reached a position of prominence, is George Edward Foster, of Mellen, Wisconsin. He is a son of Edward Augustus Foster, a lumberman of the old school, whose experience in the lumber industry began in Maine, and who, in subsequent years, was connected with the lumber industry in eastern and northern states.

George Edward Foster was born at Grand Rapids, Michigan, May 13, 1866, his mother being Laura Helen Foster. At that time his father was mill superintendent for E. H. Wilcox, of Muskegon, Michigan. A few years later the senior Foster secured an interest in the Pere Marquette Lumber Company, of Ludington, Michigan, and the family moved up its residence at that point. During his residence in Ludington, the boy attended the public schools and thus gained what he had of a school education, but during vacations he and his brother, Harry H. Foster, now president of the Wisconsin & Arkansas Lumber Company, of Mellen, Wisconsin, worked in their father's mill. According to the testimony of George E. Foster, no privileges or favors were then given to him or to his brother. They were put to work and were expected to perform their share of the labor connected with the running of the mill, which was then operated by the firm of E. A. Foster & Co. The discipline was a good one and gave both the brothers a practical acquaintance with the details of lumber manufacture which is lacking in many who gained their knowledge in an easier school.

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George E. Foster's first business venture was with Jacob Mortenson, at New Hampton, Iowa, in 1886, when he was

twenty years of age. The firm did a general retail business and young Foster's connection with it continued for about a year, when the business was wound up. His next experience was with the Merrill Lumber Company, Merrill, Wisconsin, in which his father and brother were interested, where he was employed for six years in various capacities, beginning as shipping clerk and later going on the road as salesman. He was not content, however, to continue as an employee and desired to build up a business of his own. By this time he had become acquainted with S. Heineman, a banker of Merrill, and, with the latter's assistance and coöperation, organized the George E. Foster Lumber Company, of which Mr. Foster had the entire management. Mr. Foster since has become identified with companies of perhaps greater importance than this first concern which bore his name, but he naturally looks back with pardonable pride upon his first venture which proved entirely successful and for which he was entirely responsible. The business began in a small way and branched out steadily until, at the close of his connection with the company, it handled as much as 30,000,000 feet of lumber a year. The company bought the cuts of various small mills, which were sold to the best advantage, made advances to other mills and carried on a general wholesale lumber distributing business.

While engaged in this work opportunities to become acquainted with the timber resources of the various sections of the country were presented, and it was in keeping with the traditions of the family and Mr. Foster's training that such opportunities were not neglected nor overlooked. He was in touch with operators in various localities and, after a careful survey of the field, he was attracted by the possibilities of lumber manufacturing at Mellen, Wisconsin. Disposing of his interests at Merrill and Wausau to the Heinemans, he started in to manufacture hemlock and hardwoods at Mellen. A tract of 5,000 acres of timber was secured and a small mill, located at Mellen, was bought and was operated for about two years with excellent results.

A reorganization took place in 1902, when the Foster-Latimer Lumber Company was launched, at which time Mr. Foster became associated with Charles F. Latimer, a banker and lumberman of Ashland, and his brother, H. I. Latimer, who for many years was manager of the Thompson Lumber Company's big mill at Washburn, Wisconsin. The officers of the Foster-Latimer Lumber Company are George E. Foster, president; Charles F. Latimer, vice president, and H. I. Latimer, secretary and treasurer.

Mr. Foster is the controlling influence and director of affairs of the Foster-Latimer Lumber Company. The organization of this company was followed by a remodeling of the plant, which previously had been operated by George E. Foster as an individual, and its capacity was increased until in 1905 it was turning out 100,000 feet daily, being operated with double shifts. The mill is run summer and winter, and in 1904 produced 20,000,000 feet of mixed hardwoods and hemlock. In 1903 the company purchased from the Wisconsin Central Railway Company 40,000 acres of hemlock and hardwood timber located near the choice timber holdings of the Foster-Latimer Lumber Company. This timber is regarded as the best of its kind in the State and constitutes a very important asset of the company. The hemlock comprises about seventy-five percent of the timber, the remainder being hardwoods with a sprinkling of high-grade white pine. The hemlock is of excellent quality and medium size. The hardwoods are birch and basswood, the latter admitted to be the finest that grows in Wisconsin, the home of basswood.

In connection with the sawmill is operated a completely appointed planing mill, equipped so as to supply the requirements of the retail trade for all kinds of dressed lumber, and, in addition, it manufactures many of the specialties required in building, including moulding and special stock of various kinds. The timber holdings of the company aggregate about 300,000,000 feet, which, with the other timber that the company controls, assures a continuation of its operations at the

present rate of production for at least a quarter of a century.

Facilities for logging the mill are complete. The logs are brought in by rail. A standard gauge road, eighteen miles in length, has been constructed and is equipped with two locomotives and eighty Russel cars. It will be necessary, as the operations of the company shall be continued, to extend this logging road until at least twenty-five miles of standard gauge track shall have been constructed. Besides doing all its own logging, the company peels and delivers 10,000 to 12,000 cords of bark annually.

High grade mill products and the close attention which those in charge of the affairs of this company give to its detail work have made for it many friends. The timber resources behind the operation are sufficient to enable it to continue to be a factor in the hemlock trade of the North for many years and to assure a permanent source of supply for Wisconsin hardwood products.

In addition to his interest in the Foster-Latimer Lumber Company, at Mellen, Mr. Foster is stockholder in the Merrill Lumber Company; Wisconsin & Arkansas Lumber Company, of Malvern, Arkansas, and the Everett Investment Company, at Wausau, Wisconsin, and is president of the Mellen State Bank, at Mellen.

He married Miss Mary E. Lockhart, of Oshkosh, Wisconsin, October 22, 1900. They have one child, a boy, named after his grandfather, Edward Augustus Foster.





George W. Earle

The theory that a man must be in all cases "in the minority" in order to make a success of a business is, to a great extent, refuted by numerous instances where men without previous training in a particular line have, nevertheless, carried out business. Many who have been successful in the hardest business have gone into it without that long period of rotation which old lumbermen believe is necessary for making a success. A first-class business man usually is an expert in any position of a commercial character in which he may be placed, and the coin of his intelligence is current in all the walks of life. The man who has had an advanced business education and who has a mind commercially inclined never will be found wanting when the supreme test shall come. A man so exceptionally well endowed with business judgment and common sense that he has achieved success without outside of his professional training is Dr. George W. Earle, of Hammarville, Michigan.

He was born at Truxton, Mass. June 15, 1849. His ancestors were among the early Puritans, some of whom settled in the New England states as early as 1630. On the maternal side they were of French origin and on his father's side they were Scotch and English. His great grandfather and grandfather on his mother's side served respectively in the French and Indian War and in the War of the Revolution. Charles Stowes, his maternal grandfather, acquitted himself creditably in the war for independence.

William Earle, father of the subject of this sketch, was a farmer and contractor, and owned a large family. In 1853 he moved to Chicago, and George, the son, was given into the care of a relative in England, named.

Young Earle attended the English public school until he



GEORGE W. EARLE

George W. Earle

The theory that a man must be in all cases "to the manner born" in order to make a success of a vocation is, to a great extent, refuted by numerous instances where men without previous training in a particular line have, nevertheless, carved out fortunes. Many who have been successful in the lumber business have gone into it without that long period of tuition which old lumbermen believe is necessary for making a success. A first-class business man usually is an adept in any position of a commercial character in which he may be placed, and the coin of his intelligence is current in all the walks of life. The man who has had an all-around business education and who has a mind commercially inclined never will be found wanting when the supreme test shall arrive. A man so exceptionally well endowed with business judgment and common sense that he has achieved success entirely outside of his professional training is Dr. George W. Earle, of Hermansville, Michigan.

He was born at Truxton, New York, October 9, 1849. His ancestors were among the early Puritans, some of whom settled in the New England states as early as 1630. On the maternal side they were of Scotch origin and on his father's side they were Scotch and English. His great-grandfather and grandfather on his mother's side served respectively in the French and Indian War and in the War of the Revolution. Charles Stewart, his maternal grandfather, acquitted himself creditably in the war for independence.

William Earle, father of the subject of this sketch, was a farmer and contractor, and reared a large family. In 1853 he moved to Chicago, and George, the son, was given into the care of a relative at Belvidere, Illinois.

Young Earle attended the Belvidere public school until he

was twelve years old. Despite his youth and limited knowledge of practical life, he became imbued with the idea of supporting himself and, acting in opposition to the wishes of his relatives, he started out in search of a fortune, walking through the country from Belvidere to Rock County, Wisconsin, during the holidays of 1861. There he hired out to a well-to-do farmer, where he remained until the spring of the following year, his only recompense being his board. In the spring he engaged to work on the farm for eight months at \$5 a month, by which means he provided for his next winter's schooling. At the end of his service he had \$5 in cash after all his expenses had been paid. In 1863 the farmer by whom he was employed went to central Iowa and young Earle went with him, and after two years on the farm began teaching school.

He went East in the spring of 1868 to enter school, but, because of a threatened affection of the lungs, together with his brother he entered the employ of Blanchard & Bartlett, who operated a sash and door factory at Binghamton, New York. Within a few months the two brothers became so skilled in their occupation that they were able to do the work formerly done by five men. Their contract, which was for a year, was not renewed by their employer, who, not considering the amount of work accomplished, wished to reduce their wages. George Earle resigned his job and, in the spring of 1869, entered the Buffalo Medical College, from which he graduated three years later at the head of his class. Doctor Earle sought his first field for practice in Onondaga County, New York, locating at Tully, where he rapidly built up a large practice. For several years he was coroner's physician of Onondaga County, was a member of the board of supervisors and served as chairman of the county board in Syracuse.

In 1886, finding that his enthusiasm for his profession had taxed his vital energy to so great an extent that a rest was imperative, Doctor Earle took a trip to Europe, where he remained for several months. Upon his return to the United

States, being still somewhat broken in health, Doctor Earle was disinclined to reënter the practice of medicine and was induced by C. J. L. Meyer to make an investment of considerable proportions in the plant of the Wisconsin Land & Lumber Company, at Hermansville, Michigan, in which Mr. Meyer was principal owner. He thereupon moved to Hermansville with the intention of learning something of the operations of the company and believing that it might be of benefit to his health, but not intending to remain there longer than a few months. Events, however, shaped themselves differently, for within sixty days from the time of his arrival at Hermansville the numerous concerns with which C. J. L. Meyer was connected collapsed in one gigantic failure. The future looked dark indeed, but the assignee of the concern induced Doctor Earle to remain temporarily in charge of the plant until matters could be adjusted satisfactorily.

The Wisconsin Land & Lumber Company had a heavy load of debts to care for, bonds having been issued in settlement of its obligations. Because of his peculiar fitness Dr. Earle was besought earnestly by many of the principal creditors to discharge the large company indebtedness contracted by Mr. Meyer. The company was reorganized and Dr. Earle was elected vice president and assistant manager. At the outset it appeared to be a hopeless task, and in 1895 so black was the outlook that Mr. Meyer abandoned it and for a nominal consideration turned over his interest to Doctor Earle. The latter assumed the principal indebtedness, and, with the late Senator Philetus Sawyer, of Oshkosh, as the chief financial backer, took over the management of the plant and was elected president of the company. In less than five years, under Doctor Earle's judicious control, not only was nearly all of the floating indebtedness discharged, but the second mortgage bonds, which had been considered worthless, were redeemed at par.

Subsequently the company was incorporated under Michigan laws, with Doctor Earle as the majority stockholder and

the president. Several employees who had served faithfully during the years when the company was in financial straits were admitted as stockholders.

It has been Doctor Earle's policy ever since he took charge of the company's operations to invest surplus earnings in timber land, and the company owns 60,000 acres, of which a considerable proportion is covered with virgin timber. A large purchase was made in 1902, when more than 100,000,000 feet of stumpage was bought, all of which is contiguous to the mills and located within four miles of the logging railway, and much of which can be logged in winter or summer. As fast as the land is cut over it is sold to settlers, realizing from \$5 to \$10 an acre. Material improvements have been made in the plant of the company from time to time as found necessary. It is of an unusually substantial character, such as one would hardly expect to find in the wild and thinly-settled northern country.

In the development of the company's business, which has increased several fold since he took charge of it, much has been due to the constant application of the president and general manager, Doctor Earle, who is to be found at his desk from early morn until, sometimes, the stroke of midnight. The company operates at Hermansville a merchandise store, meat market, two large sawmills, a shingle mill, a hardwood flooring factory and a well equipped logging railroad, together with general store, market, etc. It is the practical owner of the village of Hermansville, having upward of 150 houses in which its employees reside, they with their families making up a total of 1,500 souls.

Mr. Earle married Miss Emma Meyer, daughter of C. J. L. Meyer, at Fond du Lac, Wisconsin, in June, 1888. The couple has two sons, George Harold and Stewart E., respectively fifteen and ten years of age.





Ira Carley

The northern peninsula of Michigan has, from early times, had the reputation for uncouthness and roughness, and for undeveloped wealth and opportunity which await the strong and daring. Today its crosses have been, to a considerable extent, ironed out and parts of it, after a generation or two of lumbering operations, blossom like a garden under the hand of agricultore; but still it is a country of opportunity waits as much as of realization, having its only close counterpart in the northeastern section of Minnesota. Forest and mineral wealth were what drew settlers to the Northern Peninsula, and only men of a type similar to its own were attracted to its rugged surface. Such men have left their mark upon the country and, in turn, the country has impressed its characteristics upon them. Out of the northern peninsula of Michigan have been derived many fortunes; and, within the last fifty years, many men have received there the education and discipline with which they have gone out to make conquests elsewhere. Among all the Northern Peninsula who have not achieved great wealth, but who have made a happy provision for their community, and have given and received much of the life of Ingalls, Michigan.

This is a village, near the western end of Northern Peninsula, in the valley of the river in which, for more than twenty years, has been the leading citizen and has been

Ira Carley was born at New York, October 20, 1848. His father, a farmer and seewall owner at New York, and his boyhood days occurred in a rural life at the country, where the early in life was spent.



IRA CARLEY

Ira Carley

The northern peninsula of Michigan has, from early times, had the reputation for uncouthness and roughness, and yet for undeveloped wealth and opportunity which await the strong and daring. Today its creases have been, to a considerable extent, ironed out and parts of it, after a generation or two of lumbering operations, blossom like a garden under the hand of agriculture; but still it is a country of opportunity quite as much as of realization, having its only close counterpart in the northeastern section of Minnesota. Forest and mineral wealth were what drew settlers to the Northern Peninsula, and only men of a type similar to its own were attracted to its rugged surface. Such men have left their mark upon the country and, in turn, the country has impressed its characteristics upon them. Out of the northern peninsula of Michigan have been drawn many fortunes; and, within the last fifty years, many men have received there the education and discipline with which they have gone out to make conquests elsewhere. Among the men of the Northern Peninsula who have not achieved very great wealth, but who have come to occupy prominent places in the community, and have given and received much, is Ira Carley, of Ingalls, Michigan.

This is a village, near the extreme southern portion of the Northern Peninsula, in the valley of the Menominee River, in which, for more than twenty years, Mr. Carley has been the leading citizen and has exercised an almost patriarchal rule.

Ira Carley was born at Southport, Chemung County, New York, October 10, 1846. His father, William Carley, was a farmer and sawmill owner of Caton, New York. Ira Carley's boyhood days occurred at a time, and were passed in a section of the country, where the belief that boys should begin work early in life was universal. So, at the age of fourteen he left

his studies in the common school and began running the engine in his father's sawmill, thus early acquiring a practical knowledge of the lumber business.

Mr. Carley comes of a warlike family. His four great-grandfathers all served in the Revolutionary War; one of them, indeed, being under the personal command of General Washington. It was but natural, therefore, that young Carley should have had deeply patriotic impulses and so, though only a boy when the Civil War broke out, he had a man's desire to serve his country. He enlisted in the New York Heavy Artillery in 1863 and was sent to the historic town of Yorktown, Virginia. His battery was attached to Butler's corps, and he saw fighting in front of Richmond. He was made corporal when seventeen years old and was on duty to the close of the war, being given an honorable discharge August 25, 1865.

After his return to his home in Caton, at the close of the war, Mr. Carley engaged in farming until 1867; after that he went to work as engineer in a sawmill. In 1868 he moved to Elmira, New York, for nine years, ended in 1882, being in the employ of Jackson Richardson, a boot and shoe manufacturer of that city. Then, after spending a year at his old home, he proceeded to Ingalls, Michigan, where, with his brother, he purchased an interest in the sawmill of E. L. Parmenter, in October, 1883. Eventually the mill came into the sole ownership of Ira Carley, and he has operated it ever since, being the chief business man of the village and chief property owner in the surrounding country as well.

Mr. Carley's lumber operations have never been large as compared with those of heavy operators on the Menominee River and at other points in the Upper Peninsula, and his fortune, expressed in dollars, is probably modest; but he has a place in the community not only of Ingalls, but of Menominee County, which might well be envied by many men of ten times his wealth. He is of commanding figure, of iron physique, and, at the age of sixty, would seldom meet his superior in a physical contest; but the most marked characteristic of the

man is his abounding good nature and public spirit. He is always ready to sacrifice the immediate interests of Ira Carley for those of any one else who needs his help, or in favor of the community at large. A man of active life and habits, he has always been ready to take a hand with his men in the work they had to do even after the necessity for doing manual labor had passed. While permitting no disrespect on the part of his employees, he would today, in a pinch, throw off his coat and buckle down with them to anything which appeared to lag. It has been one of his principles to treat the men in his employ as human beings—not as mere cogs or wheels in the machine which performs his work.

Of late years Mr. Carley has branched out in his business, though he still likes to be known as a lumberman. He has taken great interest in the agricultural development of Menominee County and is especially concerned in the upbuilding of the beet sugar business of Menominee, in which he holds stock, because of its effect on settlers in that section. He also holds stock in the Coöperative Creamery, at Ingalls, as well as in the Stephenson Bank, at Stephenson, Michigan, while he is a director in the Farmers' Mutual Insurance Company, of Stephenson. He is almost as much a farmer as a lumberman, for he makes his home on a large and finely improved farm near Ingalls, where he devotes special attention to the raising of polled Angus cattle, of which he has a herd that is his special pride.

His interest in public affairs was exemplified years ago when it was decided that some means should be taken to develop the agricultural interests of Menominee County, from which the timber had been largely removed. To that end it was decided to build a county road, extending from the city of Menominee north to the limits of the county. Special permission from the legislature was secured to this end, and a commission of the business men of the county was appointed, which included Mr. Carley. Soon the brunt of this work and practically its entire management fell upon his willing shoulders, and for two

years he devoted the larger part of his time to it without financial recompense. The result has been a wonderful increase in population, in assessed valuation of the property and in the development of a highly prosperous agricultural community. From end to end, the county road is bordered with improved farms; not only so, but the example set by this highway has been emulated by the people of adjoining townships, so that in Menominee County, Michigan, is found today one of the most comprehensive demonstrations of the value of good roads that is to be found anywhere in the West. It has made a desolate, stump-land region over into a section abounding in beautiful and profitable farms. If Mr. Carley had done nothing more than this he would be entitled to a high place in the history of that section of Michigan.

Mr. Carley married, May 13, 1873, Miss Nettie Carley, of Addison, Steuben County, New York. They have no children of their own, but have adopted three whom they have cared for with the same affectionate kindness that they would have bestowed upon their own.

Coming from warlike stock and being himself a veteran, it is but natural that Mr. Carley should be an enthusiastic member of the Grand Army of the Republic and that he should take great interest in everything pertaining to that fine old organization of veterans. In politics he is a Republican; to his friends—and their name is legion—Mr. Carley is plain "Ira." As a lumberman he is interested in all that pertains to the welfare of that business and is a prominent figure at conventions of the fraternity.





Charles F. Latimer

While lumbering and banking are two distinct lines of work, and, ideally, the banking profession should not be conducted in connection with any other line of business, as a matter of fact, a good many bankers have become lumbermen and more lumbermen have become bankers. The exigencies of a particular situation often demand this combination of interests, and in many cases the results seem to be advantageous. The banker who has had some experience other than that of pure finance is likely to be broader gauged and have a better comprehension of the complex conditions of commerce than the man to whom the bank has been an absorbing interest, who has had no experience outside of that he received in the counting room, and who has enjoyed no business contact with the outside world except that which comes to him in connection with his profession.

In many cases, particularly in the smaller cities and towns, the banker who has had experience in some other line and who is identified, by sympathy and financial connection, with some other enterprise is the man of greatest value to the community, and the one who brings the largest returns to his stockholders. Conversely, the lumberman who has had banking experience occupies a position of disadvantage in competition with those whose knowledge is derived from outside the bank counter.

A man who represents the happy combination of the activities of lumberman and banker and who, moreover, has ceased being either is Charles Francis Latimer, of Appleton, Wisconsin, cashier and executive head of the Appleton National Bank of that city, president of the Appleton Lumber Company, and identified with many other important lumbering operations.



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In many cases, particularly in the smaller cities and towns, the banker who has had experience in some other line and who is identified, by sympathy and financial connection, with some other enterprise is the man of greatest value to the community, and the one who brings the largest ultimate profit to his stockholders. Conversely, the lumberman who has had banking experience occupies a position of exceptional advantage in competition with those whose knowledge of finance is gained from outside the bank counter.

A man who represents the happy combination of the qualities of lumberman and banker and who, while both, has never ceased being either, is Charles Fremont Latimer, of Ashland, Wisconsin, cashier and executive head of the Northern National Bank of that city, president of the Ashland Lumber Company, and identified with many other important lumbering operations.

Mr. Latimer comes of old New England stock. His father, Isaac E. Latimer, was born in Connecticut, but the son was born at Berlin, Wisconsin, on July 11, 1856. It was, therefore, proper that in that State the young son of Wisconsin should win his most conspicuous successes. For a time, however, his lot was cast in Michigan, and the Wolverine State may claim a large part of the credit of developing the young man's career, and lay equal claim with the Badger State to a share in his achievements.

When he was but four years old his parents moved from Wisconsin to Newaygo, Michigan, and in 1865 they migrated again and settled in what was then the growing lumber city of Muskegon, Michigan, although now its lumber industry has well nigh disappeared and has been replaced by varied industries supporting a large and prosperous community.

A liking for the lumber industry seemed to have been born in Mr. Latimer, for his father had been engaged in the lumber business, but was overtaken by failure. The son was forced to forego an anticipated education in order to assist in the support of the family, and any tendency toward the lumber business was diverted for many years.

When he was thirteen years old the boy secured a job in a grocery store, but there was nothing attractive in this trade for the ambitious youth. A more inviting career, as it seemed to him, was that of a banker, and after a year spent in the store he found employment in the office of T. J. Rand, who was the first banker in that part of the State of Michigan. Mr. Latimer's first experience in the office was in scrubbing floors, caring for the stove, carrying water and performing other similar labors of an office boy. The bank in which he began this experience is still in existence, but now under the style of the National Lumberman's Bank, while Captain Rand has been dead these many years.

Young Latimer was not the lad to remain forever in a menial position. After a short test of his qualities he was given a position as clerk. His advancement was rapid and in 1886 he

was made paying teller. It was inevitable that in an essentially lumber town, and coming in daily contact with lumbermen, he should become more or less familiar with that line of business. During his service in the bank he came in contact with such men as Henry Beidler, Charles H. Hackley, Ira O. Smith, A. V. Mann and Charles T. Hills. It was these men, and such as these, who recognized the ability of Mr. Latimer and gave him the opportunity for an independent position.

Messrs. Mann, Hackley and Hills, who had watched the progress of the young man from a lowly position to one of responsibility, supplied the capital to establish the Northern National Bank at Ashland, Wisconsin, of which, resigning his position as paying teller in the National Lumberman's Bank, Charles F. Latimer, in 1886, became cashier. How well these lumbermen and capitalists judged the character of Mr. Latimer is shown by the remarkable success of the institution which he founded on Chaquamegon Bay. During its existence this bank has returned to its stockholders more than twenty percent a year in cash dividends. With such associates and backers, and with his familiarity with the lumber business from the banking standpoint, it was but a step for the cashier to embark in the lumber business for himself and in connection with lumbermen with whom he had been associated.

In 1889 he began his practical lumber experience and in 1895 he organized the Ashland Lumber Company, with A. E. Cartier, one of the most prominent lumbermen on Lake Superior, president, and C. F. Latimer, secretary and treasurer. Four years later Mr. Latimer bought the interest of Mr. Cartier in the company and succeeded him as its executive head. The company purchased what was known as the Weed mill at Ashland and afterward, at an outlay of more than \$100,000, made extensive improvements to the plant.

Mr. Latimer was active in the management of the affairs of the company and his training as a banker greatly aided him in placing the institution upon a stable foundation. As a matter of fact, Mr. Latimer's executive ability and originality of

method seem to have had freer scope than if he had had a special training in the lumber business, for the Ashland Lumber Company, under his guidance, developed some novel methods and brought into the management of a lumber manufacturing business many useful and profitable ideas which might not have occurred to one whose training had been exclusively in lumbering and who might, to a certain extent, have been hampered by tradition.

The affairs of the Ashland Lumber Company have now practically been wound up, but Mr. Latimer's career as a lumberman does not end with that concern, as he has invested to a considerable extent in other companies in various parts of the country. For example, he is a stockholder, director and vice president of the Foster-Latimer Lumber Company, of Mellen, Wisconsin, which manufactures 25,000,000 feet of hardwood and hemlock annually; he is a stockholder, director and treasurer in the Peninsula Lumber Company, of Portland, Oregon, which manufactures 40,000,000 feet of fir a year; he is a stockholder in the Lyon Cypress Company, of Louisiana, in the West Coast Timber Company, of Oregon, the West Side Lumber Company, of California, all institutions of first rank, and in other concerns of less importance. Nevertheless, if one asks Mr. Latimer what his business is, he invariably replies, "I am a banker," and such, in fact, is the case; for, while his lumber interests are, in dollars and cents, much greater than his investment in banking, that is his favorite and permanent work. He is conservative and safe in his methods, his judgment is highly esteemed by those with whom he is associated, and he stands high in a community which prizes men of good judgment and sound business ethics.

Charles F. Latimer married Miss Mary A. Nelson, of Muskegon, Michigan, in 1880. They have two children—a daughter, Mrs. R. J. Venning, residing in Cleveland, Ohio, and a son, Charles H. Latimer, a student at Princeton University. Mr. Latimer is affiliated with the Presbyterian Church.





Lucius K. Baker

The generation that saw the growth and highest development of the lumber industry in Michigan and Wisconsin produced scores, and perhaps hundreds, of men who then made for themselves fame and fortune; but, under the less favorable conditions since the growth of manufacturing has been passed, not a few men have been developed who compare most favorably with those that preceded them when the field was virgin. Among those who have, during the last decade, built up extensive businesses and equally moved into the front rank of lumber producers, in spite of the general decline of the industry in those states, is Lucius Kellogg Baker, of Ashland, Wisconsin.

The pioneers in the northern pine woods, and those who were prominent during their rapid development, were almost invariably of eastern birth, coming from Maine or other New England states, from New York or Pennsylvania; but a younger generation of western birth and training is now much in evidence and of them is Mr. Baker, who was born at Kelloggsville, Ohio, August 16, 1851. Mr. Baker's ancestors, on his mother's side, the Kelloggs, settled in Ashtabula County, Ohio, in the early part of the last century, and their settlement was called Kelloggsville. They were of Massachusetts revolutionary stock and were among the pioneers of what was called the "Western Reserve." The father of Lucius K. Baker was Edward F. Baker, who removed to Ohio from New York State. He was extensively engaged in the tannery business. Lucius K. Baker attended the common schools in his native town and took a course at Grand River Institute, at Austinburg, Ohio; but before completing his academic course he left the institute and entered the general store of H. L. Merriam, at Ashtabula, where he so rapidly developed his



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ness qualities that when only nineteen years old he became the owner of a general store in Kelloggsville, his native town.

In 1876, when twenty-one years old, he sold out this business and went to Ludington, Michigan, and entered the employ of E. B. Ward, at that time one of the most extensive lumber operators in Michigan. When Mr. Ward was succeeded by Thomas R. Lyon, Agent, Mr. Baker had charge of his general store at Ludington, which was one of the largest concerns of its kind in the State. From that time Mr. Baker became thoroughly identified with Ludington and its business interests, the town being at that time one of the greatest lumber manufacturing points and primary lumber markets in the country. He naturally acquired interests outside of the mercantile line and his public spirit led him to figure to some extent in local politics. Before he had been in Ludington a year he was made alderman, and afterward was a member of the board of supervisors, president of the school board and eventually was elected to the office of mayor of Ludington.

Another man prominent in lumber and general business in Ludington, who was associated with Mr. Lyon and the Ward estate, was Justus S. Stearns, who, in time, succeeded to the old concern's lumber, land and general commercial interests. In connection with other parties Mr. Baker and Mr. Stearns became interested in the pine timber on the Bad River Indian Reservation, in northern Wisconsin, and in 1893 the J. S. Stearns Lumber Company was organized by J. S. Stearns, John W. Gary, of Chicago, John S. Woodruff, also of Chicago, and Mr. Baker. All of these gentlemen had been associated with the Ward estate and its successor, Thomas R. Lyon, Agent. The company was formed for the express purpose of operating in Indian timber at Odanah, on the Chicago & North-Western Railway, a few miles southeast of Ashland, Wisconsin. The officers of the company are J. S. Stearns, president; John S. Woodruff, vice president, and L. K. Baker, secretary, treasurer and general manager.

Up to the time of this organization what Indian timber had

been logged had, as a general thing, been paid for directly to the Indians, who immediately dissipated the money and received from it no lasting benefit. The plan inaugurated by the Stearns company has proved to be one most beneficial to the Indians; for, under the arrangement made, to the Government as trustee for the Indians, payment for stumpage is made, the Indians are employed about the sawmill and at the plant, earning their own living, and at the same time they receive pay for their timber that is cut through the Indian agent, who gives it to them as they need it for improvements at their individual homes.

The J. S. Stearns Lumber Company began sawing at Odanah in 1895 and has since manufactured from 40,000,000 to 60,000,000 feet of lumber annually. Mr. Baker has maintained his residence during these operations at Ashland, where he still resides. In addition to the operations at Odanah, during the last five years the company has manufactured at Ashland from 10,000,000 to 30,000,000 feet of lumber each season.

During the last few years Mr. Baker has become extensively interested in lumber manufacturing in the South. In 1899 the Baker Lumber Company was organized, with L. K. Baker as president; F. E. Gary, of Memphis, Tennessee, as vice president and manager, and John W. Gary, of Chicago, as secretary and treasurer. This company operates in southern hardwood timber at Turrell, Arkansas, twenty miles from Memphis, Tennessee, where it has one of the largest plants in that prolific hardwood section, producing from 15,000,000 to 20,000,000 feet a year. Mr. Baker is president, also, of the York Lumber Company, which manufactures yellow pine at Grafton, Virginia; he is a stockholder in the Lyon Cypress Lumber Company, operating at Garyville, Louisiana, near New Orleans, and also in the Stearns & Culver Lumber Company, which manufactures yellow pine at Bagdad, Florida, and has large timber holdings in that vicinity. He is a director in the Northern National Bank of Ashland, one of the strong financial institutions of Wisconsin.

While residing at Ludington, Michigan, Mr. Baker, on June 26, 1882, married Miss May C. Foster, daughter of E. A. Foster, now deceased and who was formerly president of the Merrill Lumber Company, of Merrill, Wisconsin, and the sister of H. H. Foster and George E. Foster. Mrs. Baker died in 1890, leaving a daughter, Hellen Baker, who resides with her father and his mother at their home in Ashland.

Mr. Baker is a member of the Masonic fraternity, being a Knight Templar. Personally, he is a man who has a host of friends, both in and out of the lumber trade. He is unostentatious in manner, forcible in action and energetic in business affairs. He has taken great interest in association development and in other matters pertaining to the welfare of the lumber trade, and has devoted much of his time and attention to work of this nature. He is, withal, one of the strongest characters in the white pine lumber trade of the North, his years considered.

Odanah, where the mill of the J. S. Stearns Lumber Company is located, has been built up largely through Mr. Baker's efforts. The Congregational Church there, of which he is a trustee, was largely made possible by his aid, though he is a regular attendant of the Presbyterian Church at Ashland. He has never taken any interest in politics in Wisconsin beyond being a strong worker for the Republican party, like most business men preferring to work for the party rather than to hold office.





Henry M. Bradley

Vigorous and determined were the men who entered the great white pine North as pioneers more than a half century ago and there began the work of the development of the forests—the first work of magnitude undertaken in that section of the country. These pioneers were, of necessity, men of action who undauntedly met difficulties as they arose, and to whom the full benefit of their efforts did not come until they had reached mature years, and who modestly accept the honors given them. Henry Martin Bradley, of Duluth, Minnesota, was a pioneer and the organizations which he built up and which bear his name today are among the most extensive in the region in which he is prominent.

Mr. Bradley's ancestry is of the noble colonial stock, his forefathers being among the early settlers of New England. He is of the sixth generation from William Bradley, who, with his brother Stephen, reached New Haven, Connecticut, from England, July 16, 1637. The two brothers were the founders of the New Haven branch of the Bradley family, various members of which have distinguished themselves in the service of their country.

Henry Martin Bradley is the son of William Bradley and Lucy (Ball) Bradley and was born at Lee, Berkshire County, Massachusetts, May 7, 1824. What schooling he obtained was acquired during his boyhood in the Old Bay State, because in later years it was necessary for him to help support the family.

When Henry had reached the age of eleven years his father left New England and journeyed westward into the sparsely settled State of Ohio. The head of the family was anxious to make a new home for himself and give work to his younger sons held out to the pioneer. He chose a place in Washington, in the wilderness of Lorain County. Selecting a wooded section,

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When Henry had reached the age of eleven years his father left New England and journeyed westward into the sparsely settled State of Ohio. The head of the family was anxious to make a new home for himself and gain some of the rewards held out to the pioneer. He chose a place at Wellington, in the wilderness of Lorain County. Selecting a wooded section,

the senior Bradley set about to clear the land for farming purposes. Henry, though but a youngster, aided in this work and so gained his first impression of lumbering. He remained on the farm, with no opportunity of adding to his education, except that which his mother and father personally gave him, until 1841. In October of that year he took advantage of an opening to learn the woolen manufacturing business, entering the employ of Ulijah C. Benton, who was engaged in wool carding and cloth dressing, as an apprentice.

For nine years he followed this business, graduating from an apprentice into a skillful workman, becoming a partner and later the proprietor of the business. He managed to accumulate a small amount of capital and, as he was not thoroughly satisfied with the business he was in, he sought to engage in some other line. This sought-for opportunity he finally found in Morrow County, Ohio, where he started, in 1850, to manufacture lumber. The mill which he secured was equipped with one upright mulay saw and, of necessity, the output of the mill was limited. Several tracts of hardwood timber were bought and a ready market even in that early day was found for the lumber. It was a profitable venture and the young man continued successfully to manufacture lumber for five years, during that time gaining a valuable experience.

By 1855 the timber available for the Morrow County mill operated by Mr. Bradley was practically cut out, and the young mill owner was forced to seek another field for his capital and energy. At this period Michigan appeared to be the most promising location for a lumberman, large quantities of white pine being cut by the few mills then in existence. In this new country, where the opportunities appeared so great, Mr. Bradley determined to seek a new home after closing up his original operations. Going to Bay City he learned that the great demand for white pine exceeded the capacity of the mills then running, and, after a thorough canvass of the situation, he determined to buy a mill. The equipment of this mill was two large circular saws, the usual type of mill of that day.

Mr. Bradley continued his operations as an individual until 1865, when he founded the firm of H. M. Bradley & Co., his associate being N. B. Bradley, and later F. E. Bradley was given an interest in the firm. His first investment in timber land was made in 1863, prior to this time the logs for the mill being bought from various concerns. Purchases of white pine tracts in the lower peninsula of Michigan were made by Mr. Bradley and by H. M. Bradley & Co. from 1863 to 1872, and at one time the firm was known as among the largest holders of timber in Michigan. The concern was one of the most active and one of the largest in Bay City, until its dissolution in 1878. Mr. Bradley was one of the leading citizens of Bay City before he took up his residence in Duluth, and in the thirty-five years he was there he witnessed the lumber business of the white pine North grow into an industry and reach the height of its development.

By reason of his activity, his coolness and his command of men, Mr. Bradley was chosen chief engineer of the Bay City fire department in 1862 and continued in that capacity until 1867. In those five years the sawmills and yards of the thriving city were attacked many times by fierce fires, and during one of these conflagrations a large portion of the town was burned. Mr. Bradley also served the city in other ways, having been an alderman for four years, a member of the board of education and of the board in charge of the water works.

Another concern with which Mr. Bradley was identified was Bradley, Hanford & Co., which was organized in December, 1881. Associated with him in this enterprise were H. H. Hanford, A. W. Bradley and E. L. Bradley. This firm engaged in the manufacture of lumber and went out of existence when the supply of white pine timber became scarce.

In July, 1890, Mr. Bradley moved to Duluth, Minnesota, with his family and has made that city his permanent home. Though practically out of active lumber manufacturing operations, Mr. Bradley has bought within the last decade thousands of acres of timber lands on the Pacific Coast ; having

holdings of sugar pine and white pine in California and of fir in Oregon. He owns considerable timber in Minnesota also. He is now largely interested in iron and mining enterprises. One of these is the famous Ely mine, from which 600,000 tons of ore is shipped annually. He is the owner of fourteen forties of undeveloped iron lands also.

Mr. Bradley married Miss Mary A. Cook, of Guilford, Medina County, Ohio, January 1, 1846. He is the father of five children: Alice A., now the wife of Gurdaus D. Edwards, Alva W., Charles H., Edward L. and Addie May, now the wife of Carl Norpell, of Newark, Ohio.

Mr. Bradley is a supporter of the Methodist Episcopal Church, often acting in its counsels, and is a member of several temperance organizations. He is a Mason and an Odd Fellow, though he has no membership in purely social clubs. All his life he has found recreation in hunting and fishing, and he is a lover of nature. Though a man well advanced in years he has lost none of the enthusiasm of the hunter, and in the fall of 1905 he joined in a moose hunt and was successful in killing one of these kings of the forest.







William J. Wagstaff

Measured in terms of money, but few men have achieved greater success; but qualifications have been successful in that they have accomplished what they set out to do and have made places for themselves in the world of affairs. In the majority of cases success comes to the man who is possessed of energy, though it must be vigorously applied. Many men do not deserve it sometimes attain temporary success, but its permanent possession comes as a reward of determined action along correct and consistent lines. One who has led his life along such lines is William James Wagstaff of Oshkosh, Wisconsin.

His father, Samuel Wagstaff, at the age of twenty years came to the United States from Birmingham, England, the country of lace makers, and settled in Malone, New York, where he learned the lace-making trade. In the early '30's he moved to Oshkosh and in 1847 married Sarah M. Wood, a sister of Otsego County, New York.

It was in Oshkosh that William James Wagstaff was born, July 21, 1858. He was educated in the country schools near Oshkosh, a small town, seven miles west of Oshkosh on the Chicago, Milwaukee & St. Paul Railroad, and afterward in the high school at Oshkosh. From 1875 to 1880 he began to develop literary propensities and to earn a reputation for work. Like other country boys, he milked cows and made his pay in many disagreeable moments, which made up the boyhood's financial budget. He was used and took good care of stock, had care of the house and even of school business for tasks. Mr. Wagstaff did his first business work as a man in June, 1881, when he went to work in the employ of H. W. Webster, at Oshkosh, selling goods by mail. After about three months' work in this line, he was engaged to work on the retail trade, his main training in showing the prospective customers that



WILLIAM J. WAGSTAFF

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His father, Samuel Wagstaff, at the age of twenty years came to the United States from Nottingham, England, the country of lace makers, and settled in Malone, New York, where he learned the machinist's trade. In the early '50's he moved to Oshkosh and in 1856 married Sarah M. Wood, a native of Otsego County, New York.

It was in Oshkosh that William James Wagstaff was born, July 21, 1858. He was educated in the country schools near Omro, a small town eleven miles west of Oshkosh on the Chicago, Milwaukee & St. Paul Railway, and afterward in the high school at Omro. Early in life he began to develop thrifty propensities and to show a capacity for work. Like other country boys, he did chores and took his pay in flimsy shinplaster money, which made up his boyhood's financial budget. He cut wood and feed, took care of stock, fed cattle in winter and went to school between the tasks. Mr. Wagstaff did his first serious work as a man in June, 1881, when he went to work in the sawmill of H. W. Webster, at Omro, piling green lumber. After about three months' work at that task, he was assigned to wait on the retail trade, his duties consisting in showing the prospective customers that

knots strengthened the boards rather than made the lumber defective. Later he had charge of loading cars for the wholesale trade, and occasionally made short trips selling lumber. At the end of the first year he was made bookkeeper for the mill, which position he continued to fill for about a twelve-month.

His first executive experience was in 1884, as manager of the mill and office of W. L. Miller, at Winneconne, Wisconsin, where he remained until 1886. He then returned to Oshkosh and accepted employment with the Gould Manufacturing Company, manufacturer of sash and doors. In speaking of him, James P. Gould said: "Wagstaff was a man who was always enthusiastic, with something to back his enthusiasm. He could grow as eloquent over a new brand of door as some persons might over a popular painting or a new mode of clothes. He went where no trade had been and made trade; he created trade for us in many small places in the State which has been valuable to us ever since. He was not the easiest man in the world to manage, but, luckily for him and for the business, he was able to manage himself."

From the spring of 1887 until 1888 Mr. Wagstaff was associated with the Washburn Lumber Company in the retail business at Hurley, in the iron range country, and there he had a varied experience. This business drifted from retail into wholesale, and in October, 1888, the Washburn Lumber Company moved to Oshkosh and opened an office for the special purpose of wholesaling lumber, under the firm name of Washburn & Wagstaff. That business continued until 1894, when Mr. Wagstaff bought out Mr. Washburn.

Custom mills located in the central and northern parts of the State were controlled by Mr. Wagstaff, and he made a specialty of hemlock and hardwood lumber, and Wisconsin white cedar shingles. At the beginning he handled the stock of small mills only; he never longed for anything that was out of his reach, or that he would have to strain to get, but when his hand went out for something it came back as steadily as it

went out, and bore with it always that something for which he had reached. During all the years that have intervened, while in his quiet, persistent way he has been building up a substantial lumber business at Oshkosh, he has handled each year about a thousand cars of body maple wood.

He is largely interested in the Eland Traffic Company, of Eland Junction, Wisconsin, a concern which has two sawmills, warehouses, hotel, boarding house and general store.

Mr. Wagstaff married Miss Bertha E. Scram, of Omro, September 14, 1881. They have two sons and a daughter: George W., Clarence S. and Ruby. The family occupies a beautiful home in Oshkosh, in which community Mr. Wagstaff is a substantial citizen and a factor in various social activities; and these things and his home life are never subordinate to business. The handling of lumber but furnishes the means for accomplishing what he wishes to achieve in other pursuits. In Oshkosh the name "Wagstaff" brings to mind fine horses as forcibly as it does lumber in the lumber world. He always drives perfectly-matched thoroughbreds, always has at least one good saddle horse, and his up-to-date turnouts exemplify his business methods of keeping up with the times.

Mr. Wagstaff believes in the foundation of things and has a sentiment for old surroundings and old friends, animate and inanimate, that does no discredit to his business character. A short time ago he bought the farm on which his wife was born; he had already purchased the farm near it, upon which he had lived and from which he had walked through the snow drifts in winter and had gone barefoot in summer to school.

Mr. Wagstaff is a believer in commercial bodies for the regulation of common interests. He is one of the vice presidents of the Philadelphia Commercial Museum. He was for a number of years chairman of the Price List Committee of the Wisconsin Hardwood Lumbermen's Association, and is a member of the Inspection Bureau of the National Hardwood Lumber Association. For several years he has been a member of the Price List Committee of the Northwestern Hem-

lock Manufacturers' Association, and is a director of that association. He is also a director of the First National Bank, of Tigerton, Wisconsin. He belongs to the Algoma Country Club, the Oshkosh Yacht Club, the Candle-light Club, is a member of the Union League Club, of Chicago, Illinois, and stands high in the ancient craft of Masonry.

From the beginning of his lumber enterprises, Mr. Wagstaff has lived a life of business concentration; a business life, however, which has always ended when the office door was closed. He is, first of all, sincere; he is conservative, without being timid; he is frank, honest, open and cordial in his association with men; he has never yet stood security for any man, or asked any man to stand security for him; in business his word is considered as absolutely to be depended upon; and, while he makes money out of his business, that he does it to the entire satisfaction of his customers is amply attested by the steady growth of his interests. The business done by Mr. Wagstaff contributes no small amount to the annual total of business done in Oshkosh, and his personality is no small factor in the development of the city and in the safeguarding of its interests. He is essentially a self-made man, and, what is more to the point, well-made. He is possessed of kindness and thoughtfulness and willingness to lend a helping hand, especially to young men, in placing them on the right business road.





William Holmes

A life of deeds rather than of words expresses the character of some of the men who have contributed largely to the success of the lumber industry. To devote one's energy to the creation of a business that requires forethought and intelligent management, and at the same time to take a personal interest in the community in which the labors are performed, necessarily a man of good type. William Holmes, of Menominee, Michigan, has succeeded in doing this, and no man is held in higher esteem by the lumber fraternity of the Menominee River region than he. For more than a half century he was connected with prominent white pine manufacturing concerns of the North-west with prominence. Though during that time he had nothing to do with the manufacturers at heart, yet he has done for the well-being of the industry of this branch of the trade.



WILLIAM HOLMES

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William Holmes was born April 16, 1830, at Miramichi, New Brunswick. He was the son of James Holmes, a Scotchman, and one of a family of five sons and five daughters. It was in the winter of 1846-7 that he left the place of his nativity to become a logger in the Pine Tree State. For two years he remained in the woods getting an experience in an occupation in which he was destined later on to become a leader. He spent nearly all of 1851 at the home of his father, getting out square timber in the woods. Later he took charge of the work of rafting, driving and marketing of timber. Subsequently he went into the woods for Jewett & March, on the Red River, a branch of the Fish River, which empties into the St. John. The drive was finished July 7, 1852. Part of this time he worked for the firm on the upper Fish River, building a dam. He also had charge of the crew on the drive on the small stream where his camp was located and took command of the

forward crew on the drive through the chain of lakes on Fish River, reaching Fredericton successfully in July with the crew and part of the drive.

From New Brunswick Mr. Holmes went to Minnesota early in 1853, going to Milwaukee about June of the same year. Starting from there with Isaac Stephenson he went to Menominee, Michigan, cruising for timber for the Stephenson brothers. He had charge of the camp of the N. Ludington Company at Flat Rock, Michigan, during the winter of 1853-4. Going to Minnesota again in October, 1854, he worked for Chase & Jewett, running a logging camp on Bradbury Brook, a small branch of the Rum River. From 1855 to 1856 he again worked for the N. Ludington Company and built and set camps at the mouth of the east branch of Flat Rock. Called to Minnesota by the death of a relative in the winter of 1856, he put in the remainder of the season on the Rum River, taking charge of the Rum River drive. He also took the Mississippi drive to Lake Pepin. Returning to Flat Rock, the next winter he took charge of the operation of the upper mills at Flat Rock, then the estate of Alden Chandler.

During the following year Mr. Holmes, with S. M. Stephenson, took a logging job and drove the logs to the boom. In 1858 he and his partner moved their outfit to Menominee and took a logging contract for Abner Kirby, who had the previous year built a sawmill at Menominee. The next year S. M. Stephenson bought an interest in the Kirby sawmill and land holdings and the logging outfit was divided.

From 1859 until the autumn of 1861, when A. A. Carpenter bought an interest in the Kirby concern, a copartnership known as Kirby, Carpenter & Co., later The Kirby, Carpenter Company, Mr. Holmes took various logging jobs. In the last mentioned year he sold his logging outfit and went with Kirby, Carpenter & Co., in which S. M. Stephenson was interested. Mr. Holmes had charge of their logging operations continuously up to the time when The Kirby, Carpenter Company ceased its white pine manufacturing business, a few years ago.

Some idea of the magnitude of the work as carried on under Mr. Holmes' direction may be gained from the statement that, as the operations of The Kirby, Carpenter Company grew, its mills required in some years as many as 100,000,000 feet of logs. The log input had to be kept up regardless of conditions of snow, rain, frost and river tide, and to do this required all the knowledge and skill of even so resourceful and ingenious a man as Mr. Holmes. An instance of the difficulties encountered may be cited when, in 1877-8, snow failing, teams were sent out with sprinkling carts and ice roads made, the first to be used in that section. In later years, as the distance from the streams to the standing timber increased, logging roads and locomotives were introduced to supplement the work of men and teams. The work began in the fall and continued with no let-up until the logs were safely in the booms near the mouth of the river in the spring. To direct intelligently the work of the small army of men in the woods required the ability of a captain.

Beyond his interest in The Kirby, Carpenter Company and his position as its superintendent of woods and logging, Mr. Holmes and his eldest son, William A. Holmes, under the title of William Holmes & Son, have been large general logging contractors, taking contracts through other persons. In the prosecution of this business they began in 1892 what was known as the Holmes logging road, building nine miles in that year. It came out on the Menominee River about forty miles above its mouth, where the logs were dumped to be brought down in the spring drive. This road was extended until it included thirty-two miles of main track, and spurs and siding which brought the total amount of trackage up to about sixty miles. With the shifting of timber operations the branches were moved and, with the passing of the tributary timber, the mileage was, in time, decreased, until in 1904 the Wisconsin & Michigan Railway Company purchased the remaining twenty-six miles, with the right of way, and made it a part of its system. Probably 500,000,000 feet of logs came

out over the Holmes railroad, and the Wisconsin & Michigan is still bringing to Menominee large quantities of logs. The Holmes was the first logging road tributary to the Menominee River, except a narrow gauge road which the Marinette Lumber Company built in 1890 and used for ten years.

Mr. Holmes is a public spirited man and has taken an active part in the affairs of the municipality where he lives. Since he first went to Menominee his home has been in that city. In the spring of 1898 he was elected mayor and served two terms, declining a third nomination. Yielding to the demands of his friends he served another term in 1903. When the bank at Menominee, now the Lumbermen's Bank, was established, he became interested in it and he is now vice president. He helped to establish a pulp and paper mill and a sugar beet factory. He is vice president of the Northern Hardware Company, is an owner in a shoe factory and assisted in the development of the street railways and electric light plant. He is a prominent member of the Masonic fraternity.

In 1859 Mr. Holmes married Miss Augusta Jane Chandler, whose father, A. Chandler, was a pioneer lumberman at Flat Rock, Michigan. The following children have been born to the couple: William A., Guy W., Arthur K., Raymond W., Helen Jane (deceased) and Charlotte L. Holmes.





Jacob Mortenson

If the majority of the foreigners who come to our shores each year, seeking a home under the Stars and Stripes, would bring to their adopted country the sound mental and physical powers, the good habits, the industry which a certain Danish lad of seventeen brought with him, the serious problem of how to assimilate the foreign element in this country without detriment to our own national life would soon be solved. Such foreign-born citizens are not only welcome in our land but needed.

The lad referred to was Jacob Mortenson, now of Oak Park, Illinois. He was born near Aalborg, Denmark, in 1849. His parents were well-to-do farming people, and he obtained a common school education in the excellent public schools of Denmark. He came to the United States in 1866, when seventeen years of age. He performed his first labor in this country in the woods near Manistowish, Michigan, where he worked for a year. He then went to Wisconsin, near Uniongrove, and attended school for a year, paying his expenses by working on a farm. His next place of residence was Council Bluffs, Iowa, where he supported himself by doing general work for a banker. While there he learned telegraphy and, after about six months' practice, took a situation in 1871 at Jefferson, Iowa. The following year he went to Highland, Kansas, and the next year to Fresno, Missouri, holding the position of telegraph operator and messenger for several years.

At Fresno he met a young woman, the daughter of a Danish farmer, and they were married in 1873. His wife, Mrs. Jacob Mortenson, was born in Denmark and came to the United States with him. They have four children, three sons and one daughter. The family is now residing in Oak Park, Illinois, where Jacob Mortenson is engaged in the telegraph business.



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At about this time his attention was attracted to the lumber business and in the fall of 1875 he started a retail yard at Fayette. He maintained this business for several years, laying the foundation of a thorough knowledge of the lumber business, remaining there until the winter of 1883, when he bought an interest in the McDonald Lumber Company, of Kansas City,

and went to Wausau, Wisconsin, as manager of its shipping department. In 1887 he bought out the interests of the McDonald Lumber Company at Wausau and began doing a wholesale lumber business under his own name. In the fall of the same year, in company with Charles J. Winton, he formed the Winton Lumber Company at Wausau, dealing in timber land and logs. He afterward went into partnership with F. P. Stone, as Mortenson & Stone, which partnership has been continued ever since. Originally this was a purely wholesale business, but later the firm bought timber and logs and had them cut under contract, being served in this manner by the Barker & Stewart mill at Wausau since 1887.

The first expansion of Mr. Mortenson's business after his arrival at Wausau was the establishment of the Garth Lumber Company, in 1889, and this marked also his advent into the manufacturing business in a regular way, for the Garth Lumber Company was a timber owning and lumber manufacturing institution from the start. When the company was organized Jacob Mortenson was made its treasurer and manager, and he now holds the office of president. Mr. Garth, its first president, died in October, 1899, and in his death Mr. Mortenson met a deep personal loss, for, from the time of the organization of the Garth Lumber Company, Mr. Garth had been his friend and loyal supporter. At the time of Mr. Mortenson's entry into the lumber business as a retailer Mr. Garth was president of the Farmers & Merchants' Bank, at Hannibal, Missouri.

The first mill of the Garth Lumber Company was erected at Garth, Wisconsin, during the year of its organization. This mill was operated until 1891, when it burned, but it was immediately rebuilt and operated until the company had exhausted its timber in that locality. Afterward, in 1893, it started a new mill at Garth, Michigan. This change was not only the transfer of a business enterprise, but also practically the removal of the town, for the existence of both of these villages was due to the business of the Garth Lumber Company.

In connection with Charles Edgar, Mr. Mortenson in 1889 organized the firm of Mortenson & Edgar, at Galesburg, Illinois, for the purpose of doing a retail lumber business. Charles Edgar was later prominently connected with lumber manufacture in the Wisconsin Valley. In 1892 the partners sold their business at Galesburg and bought what was known as the Leahy & Beebe mill at Wausau, Wisconsin, and formed the Jacob Mortenson Lumber Company, which began operations in February, 1893. Jacob Mortenson was president of this company. In 1899 the Alexander & Edgar Lumber Company was formed at Wausau, with Mr. Mortenson as secretary, and it bought the lumber manufacturing plant and the timber owned by the Lea-Ingram Lumber Company, at Iron River, Wisconsin. This timber was increased by other purchases made by the new company. In the fall of 1899 it bought the timber and mill at Iron River belonging to the Lake Superior Lumber Company and incorporated it with the other business.

The next expansion of Mr. Mortenson's interests was the organization of the Tower Lumber Company, which took place in the fall of the same year, 1899. This company was formed to take over the timber holdings and other property in the vicinity of Tower, Minnesota, belonging to the Howe Lumber Company, which, having lost its mills by fire, had decided to retire. The Tower Lumber Company was organized with Mr. Mortenson as president, and the former plant of the Howe Lumber Company was rebuilt.

Mr. Mortenson was also a stockholder in the Red Cliff Lumber Company, of Duluth, Minnesota, but sold out his interest in that company. He is treasurer of the Winton Timber Company, which was organized in the fall of 1901, with a capitalization of \$250,000, to do a general logging and lumber business. This company, previous to 1905, had secured large holdings of timber on the Pacific Coast. Mr. Mortenson is a member of the board of directors of the Wisconsin & Arkansas Lumber Company, of the Pike City Lumber Company and of the Wausau Southern Lumber Company, three

concerns organized at about the same time at Wausau to operate chiefly in southern timber and lumber manufacture. The first named of these companies owns at the present time a mill at Malvern, Arkansas.

From the above it will be seen that Mr. Mortenson is interested in five manufacturing operations in Wisconsin, Michigan and Minnesota—two at Wausau, Wisconsin; one at Iron River, Wisconsin; one at Garth, Michigan, and one at Tower, Minnesota. The lumber cut of these institutions is as follows: The two Wausau concerns, 55,000,000 feet; the Iron River concern, 60,000,000 feet; Tower, 35,000,000 feet; Garth, 30,000,000 feet; total, 180,000,000 feet. If the shingles and lath produced by these concerns were reduced to lumber measure and added to the total the result would be a grand aggregate of about 200,000,000 feet annually manufactured by the companies in which Mr. Mortenson is a leading factor. In addition to these companies Mr. Mortenson is interested in the West Coast Timber Company, in the Tower Land & Improvement Company, organized in 1900 with headquarters at Tower, Minnesota, of which company he is president; in the Pacific Coast Redwood Company and the McCloud River Lumber Company, of San Francisco, California; in the Greenville Lumber Company, of Greenville, Illinois, of which he is president, and in the Holmes Eureka Lumber Company, of Eureka, California, of which his son, Harold D. Mortenson, is treasurer.

Mr. Mortenson has interests outside of the lumber business, being a director of the Avenue State Bank, at Oak Park, Illinois, and owning stock in other banks.

From the lowly position of a poor immigrant boy without social position, wealth, or influence, Jacob Mortenson has risen through his own efforts alone to be the controlling head of these many important interests. But that for which he deserves the greatest praise is the fact that he did not reach this position by keeping some one else down. The "other fellow" was at all times given a fair deal.





Davey S. Pate

A man whose name is inseparably linked with the lumber trade of the great city of Chicago is Davey S. Pate, a man possessing a host of friends, who esteem him not as a man of success, but as a man of character. The furrows that Time has marked on his features tell something of the man himself. They are lines of strength and they come from battles with the world and with himself, not one having been left by any ignoble or selfish act. He has struggled to success by just and honorable methods and has carried the golden rule into all that he has attempted.

Davey Simmons Pate is of English descent. He was born in Devonshire, England, in 1839. When he was three years old his parents emigrated to the United States. With the baby in arms they went by sailing vessel to New Orleans and came up the Mississippi River to Galena, Illinois, then a place for the adventurous as was California and the valley of the Sacramento several years later. At that time the attention of the world was directed to the lead mines which had been discovered in Galena and which were destined to have a prominent place in the history of the country and to give to it many thousands of dollars. It was among these surroundings that the little boy grew up and thus he passed into manhood. He followed the suspension's trade when his father died and he was left to his own devices for the family. Perhaps this early experience strengthened him beyond his years. He had an inclination to enlist in the army at the outbreak of the Civil War, but he was persuaded to follow this desire in order to secure a living for the family which he had become the head.

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Leaving Galena in 1861 he went to Chicago, but not with any dream of making an easy fortune, as did many young men.

He had always been a worker and expected to work, and so when the first job he found was shoving lumber over the dock in the lumber district he accepted it. This was in the yard of Stouffer & Trego, at Sixteenth and Clark streets.

Young Pate demonstrated the quality of application to the extent that it soon got him into trouble. He worked too hard, for he carried two pieces of lumber where the etiquette of lumber shovers was to carry but one. He got himself disliked, therefore, by his fellow workmen, but rose proportionately in the estimation of his employers and soon he was given a more responsible position. Within six months after he had gone to work on the docks he was put in charge of a country retail lumber yard which the firm opened at Watseka, Illinois. He remained in charge of the yard for nearly five years, but in 1866 he went back to Chicago to work for Hills & Mead, continuing with that firm until its retirement from business, in 1869. Then he secured employment with George Green, of the George Green Lumber Company, and worked steadily until that gentleman changed his field of activity. In 1870 Mr. Pate went with D. F. Chase & Bro., for whom he kept books for a time, later traveling for them and acting in the capacity of salesman and general right-hand man.

Mr. Pate had no extravagant tastes, and had saved sufficient money by 1873 so that he was enabled to start in business for himself. With Horace W. Chase, junior member of the firm of D. F. Chase & Bro., he bought the interest of D. F. Chase and the business was operated under the name of Chase & Pate. For many years this firm enjoyed the reputation of being one of the most reliable wholesale lumber concerns of Chicago. Business was started at the old location of D. F. Chase & Bro., at Archer Avenue and Cologne Street, but in 1876 a move was made to Throop Street, north of the South Branch of the river, in the heart of the lumber district, and Chase & Pate continued there until the dissolution of the firm, in 1892. Upon Mr. Chase's retirement Mr. Pate ran the business alone, moving the yard to Fisk and Twenty-second

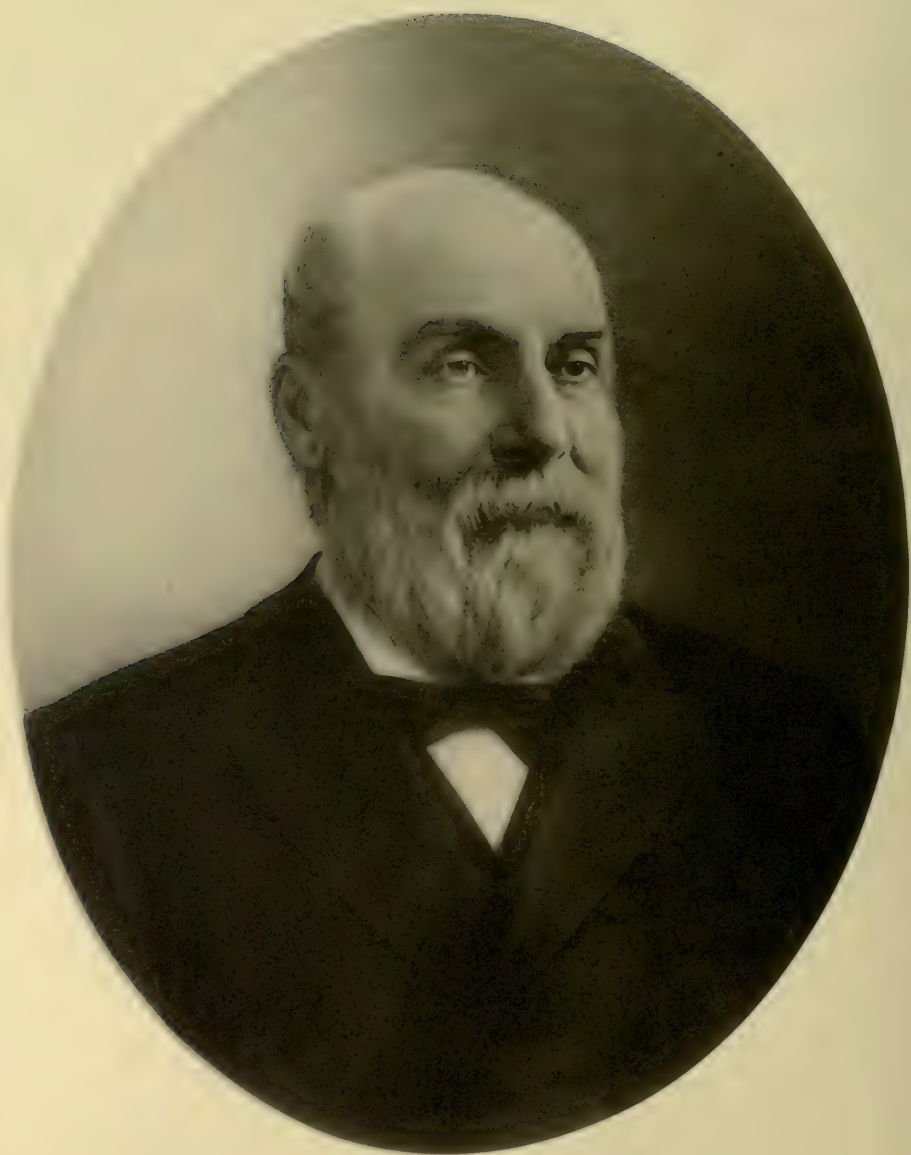
streets, and operating under his own name until April 1, 1898, when the D. S. Pate Lumber Company, the present corporation, was organized. Thus, Mr. Pate has been identified as a principal with the wholesale trade in Chicago for thirty-three years.

Mr. Pate's maiden experience in Chicago, which marked the beginning of his career as a lumberman, is not only pertinent to this sketch, but characteristic of the man as well. Upon his arrival in Chicago, his future home and the scene of his success, he had with him money enough, allowing a weekly expenditure of \$3.50, to subsist for about ten days. He put up at what was then known as the Clarendon House, at La Salle and Randolph streets, and immediately entered upon a determined quest for employment. His idea at this time was to get into the grocery business, to which end he devoted himself fruitlessly for several days. At the end of the first week he found himself with money enough left to pay one-half of his succeeding week's board and fifty cents over. Pate had noticed that the landlord—a shaggy-browed, unkempt and rather forbidding type of boniface—was inclined to be rather severe upon defaulting guests, and this circumstance, together with his own native honesty, induced him to take the landlord into his confidence—to make a clean breast of his predicament and ask for mercy and assistance of the man whom he secretly feared would not befriend him. The host, as the sequel shows, was possessed of more compassion than Pate had anticipated. For, after a little storming and demanding to know why he should be appealed to and why Pate had not stayed at home among his friends, the landlord consented to a line of credit not to exceed two weeks' board. Pate admitted that the expedition looked like a mistake, but it was too late to retreat—he could not get home if he wanted to. His ideal goal, as has been said, was a job in a grocery store, but his wanderings had shown him where, if the worst came, he could get a job as a carpenter.

Relieved for a time of any immediate occasion for anxiety

about board, he resumed his quest with renewed energy, but with no better results. It was about this time that it occurred to him to call on Mr. Stouffer, who, years before, had known his father in Galena. He accordingly made his way to Sixteenth Street, where the Stouffer & Trego lumber yard was located, on the South Branch of the Chicago River, sought out Mr. Stouffer and was rewarded by being set to work on the dock, the only opening available which he was at that time capable of filling. Nothing was said about wages, but the young lumber shover felt confident that it would be enough to pay his board, and he went manfully to work.

Mr. Pate never has held public office, but was at one time president of the Lumbermen's Association, of Chicago, and for years was a director of The American National Bank, one of the oldest and most reputable financial institutions in Chicago, which has since become a part of the Corn Exchange National Bank.



Thomas Wilce

There are many men in the lumber industry whose careers have been of real value to their fellow men, but standing out prominently among such careers is the well-rounded life of Thomas Wilce, late president of the T. Wilce Company, of Chicago, Illinois, who died March 2, 1897. It can be said with truth that Thomas Wilce was one of nature's noblemen. He was a man of catholic mind and a kindly heart, showing an appreciation of the abilities of others, as well as consideration for their feelings. He was not an extremist in anything, but was of that broad, conservative and charitable disposition which commands the respect and esteem of all men.

Thomas Wilce was born at Boscastle, Cornwall, England, July 28, 1819, the son of Thomas and Mary Venning Wilce. The death of his mother, occurring when he was but three years of age, deprived him of an influence usually so essential to the upbuilding of genuine character. However, by nature he possessed, in a remarkable degree, the elements of character and was especially capable of relying upon himself. How successful was this enforced self-dependence his character when he reached manhood testified.

When he was ten years of age Thomas Wilce went to live with an uncle, where he remained until he was twenty, living the simple and rugged life of a farmer among the hills of the southwest of England. He learned the trade of a carpenter and builder at Padstow, about sixteen miles from his birthplace. On April 10, 1842, attracted by the glowing reports from America, he took passage on the *Clie*, a sailing vessel, for Quebec, where he arrived May 21. From Quebec he went to Montreal, where for a year he worked at his trade at day wages, afterward, in partnership with William Walker, opening a carpenter and builder's shop. A year and a half later



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he was joined by Leslie Johnson, who was associated with him for a year in business after Mr. Walker's retirement. For the two ensuing years he continued alone, building up a prosperous business. At this time Mr. Wilce decided to make another change in his place of residence—as great a change, as far as surroundings were concerned, as he made in going from England to Canada. His destination this time was the then small frontier town of Chicago, where he arrived in June, 1848, and where he continued at his trade, residing at the corner of Market and Randolph streets, now in the wholesale district of the city. His business flourished to such an extent that in 1867 he concluded to retire, having acquired comfortable means, but, after a few years of comparative idleness, he became restless and decided to engage in business again, partly that he might furnish employment for his sons. Accordingly, in 1873, he purchased a planing mill at the corner of Throop and Twenty-second streets, taking his eldest son, Edwin P. Wilce, as partner. Afterward they engaged in the wholesale lumber trade, establishing a large yard adjoining.

Edwin P. Wilce was a man of marked business ability and was of great assistance to his father in building up the large and varied interests which he controlled. He died in 1889, at the early age of thirty-two years, but he had already achieved a high place in business circles and his demise was lamented generally throughout the lumber trade.

Another of Thomas Wilce's sons, Daniel V., also developed a special business ability at an early age, but his death, in 1889 also, cut short another career which promised rare success in the business world.

Before these bereavements Mr. Wilce had entered the saw-mill business. In 1886 he erected a sawmill in Leelanau County, Michigan, and at the same time purchased a half interest in the sawmill at Empire, in the same county, where he acquired a large tract of pine and hardwood timber land which is still being operated in connection with the extensive Wilce plant in Chicago.

Originally the operations of the T. Wilce Company were confined exclusively to white pine lumber, but with changing conditions its business was gradually converted into the manufacture and distribution of hardwoods. Thomas Wilce was one of the first to recognize the special adaptability of Michigan hard maple to flooring purposes, and in the latter part of the decade beginning with 1880 he began to make maple flooring a specialty. He devoted close attention and study to the quality of this wood as a flooring material and exercised great care in its production. Being of a mechanical turn of mind he likewise devoted much time and attention to developing the best methods of its manufacture, and to him probably more than to any other man is due the perfection attained in these later years in the production of maple flooring as a finished product. In the development of this branch of the lumber industry Mr. Wilce built up a great business, which remains as a monument to his master mind. The Chicago factory, which he erected and managed, was the largest institution of its kind in the world. He invented the machinery for the tonguing and grooving of the ends of flooring so that it might make a solid joint in a floor when laid regardless of the joists, the idea of which was original with him, and for years, with the aid of this and other valuable inventions, he was the undisputed leader in the industry. The "T. Wilce" brand on a piece of hardwood flooring came to be regarded by dealers and users, both in this country and abroad, as a guaranty of superior excellence.

Concerning the private and public life of Thomas Wilce nothing but praise can be spoken or admiration felt. His life was pure and simple, his habits almost ascetic, his ideas high and noble, his charity exceedingly generous, his manner kindly and his words a benediction. He was never disputatious, but he clung to what he believed to be right and just with unfaltering devotion. Although indulgent to his children, he nevertheless inculcated in their minds that sense of personal and commercial honor which he himself so largely adhered to

during his long and exemplary career. He was venerated and almost adored by the members of his family, to whom his merest word was law, and who gave him, at the same time, their confidence and love. In all his relations throughout his life he followed the golden rule, nor did he ever display any violence of resentment, but was forgiving and charitable in his treatment of all.

In his public career Thomas Wilce served his fellow citizens with distinguished credit as alderman from the Tenth Ward of Chicago from 1869 to 1871, and as a member of the board of education from 1871 to 1876. During his aldermanic term he was chairman of the finance committee, a position for which he was preëminently qualified.

Mr. Wilce married, May 7, 1848, Miss Jane Carlisle, who was a native of Chateauguay, Province of Quebec, Canada, and whose parents migrated from Lincolnshire, England, to Canada in 1824. Mr. and Mrs. Wilce had a family of eleven children. Of these Edmund Harvey, George Carlisle and Thomas E. are, respectively, president, vice president and secretary of the company bearing the Wilce name. The other children were Mary J. V. (Mrs. H. H. Chandler), born in 1849; William Henry, born in 1849, died in 1851; Emeline E., born in 1851, died in 1876; Thomas, born in 1854, died in 1856; Edwin P., born in 1857, died in 1889; Jennie L. (Mrs. John C. Spry), born in 1859; Daniel V., born in 1864, died in 1889, and Jessie, born in 1864, died in 1870.





Moses F. Rittenhouse

In many instances originality is but a highly developed sense of foresight, enabling the person to map out a career and follow it with a degree of accuracy that must lead to a satisfactory consummation. It may be that originality is as much a hereditary trait as are energy and resourcefulness, with which all successful individuals are equipped. A man who has this characteristic, dominating all his business connections, is Moses Franklin Rittenhouse, of Chicago.

He came of midwest German-Dutch ancestry. The first of the Rittenhouse family in the United States—two brothers—came from Holland to America in 1680, one settling in Philadelphia and the other in New Jersey. One of the family, David Rittenhouse, was a man of prominence in the Quaker City and the Keystone State during the revolutionary period. A public park, a public school and other memorials in Philadelphia perpetuate his name. Mr. Rittenhouse's father, John Rittenhouse, was born in Philadelphia and, in 1800, when a youth, moved with his parents to Upper Canada. His mother, Elizabeth Frank, came of a family which settled in Pennsylvania two centuries ago.

Moses Franklin Rittenhouse was born near St. Catharines, Ontario, August 16, 1861. Like hundreds of other boys of his day he received scant notice in the winter time, working on the farm during the summer. In 1878, 1879, when he was less than eighteen years old, he came to Chicago, a city already of some importance as a business center. His first employment was in the printing office of J. F. Hunt, where he received \$2.25 for his first week's work, though after a short trial his wages were raised to \$4.00. This employment did not suit the lad and he sought to better himself by securing a situation as printer's "devil" in the office of the *Chicago Morning Post*.



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Moses Franklin Rittenhouse was born near St. Catharines, Ontario, August 12, 1846. Like hundreds of other boys of his day he attended school only in the winter time, working on the farm during the summer. In April, 1864, when he was less than eighteen years old, he went to Chicago, a city already of some importance as a lumber market. His first employment was in the planing mill of B. F. Hand, where he received \$3.50 for his first week's work, though after a short trial his wages were raised to \$4.50. This compensation did not suit the lad and he sought to better himself by securing a situation as printer's "devil" in the office of the Chicago *Morning Post*.

A month of this work was sufficient to convince him that he was better adapted to the lumber business, and he obtained a position as tally boy with Giese & Cantine, who were lumber inspectors on the Chicago cargo market.

Before the close of navigation of that year he found employment with the Peshtigo Company, a large lumber manufacturing institution in Wisconsin, with distributing yards in Chicago. Later, as he began to see the necessity of broadening his education, he returned to his old home in Canada and attended school during the remainder of the winter season. Returning to Chicago in May, 1865, he entered the employ of McMullen, Funk & Co., a retail concern the second member of which was a distant relative. A year later Alexander Officer bought the interest of John F. Funk and Jacob Beidler, and the name of the firm was changed to McMullen & Officer. Young Rittenhouse was promoted to the management of the branch yard at Lake and Jefferson streets. He resigned his position in December, 1866, to spend three months in a business college.

With this commercial training, he secured in March, 1867, the position of bookkeeper for the wholesale lumber firm of B. L. Anderson & Co. In April, 1868, John Oliver, who had been with J. Beidler & Bro., resigned his position to go into partnership with B. L. Anderson, and Mr. Rittenhouse forsook bookkeeping with the firm to take the job vacated by Mr. Oliver. For fifteen years—from April, 1868, to April 30, 1883—he was associated with the firm of J. Beidler & Bro. and its successor, the J. Beidler & Bro. Lumber Company, rising by successive steps from the post of salesman to that of general manager. He was made treasurer of the company upon its incorporation in 1871, holding that office for twelve years.

Leaving the Beidlers, he opened, on May 1, 1883, in connection with the late Jesse R. Embree, an office and yard under the style of Rittenhouse & Embree. The commercial progress of the firm and its successor, the Rittenhouse & Embree Company, has been steadily onward and upward in its

volume of business and financial importance. The sales through its Chicago yard now amount to over 50,000,000 feet a year. Several branch yards were established, among them being that of the South Side Lumber Company, a corporation still in existence. In 1895 Mr. Rittenhouse sold to Mr. Embree his stock in the South Side Lumber Company and purchased from his partner the latter's holdings in the Rittenhouse & Embree Company. John W. Embree entered the employ of Mr. Rittenhouse in the spring of 1884, and when the company was incorporated, in April, 1892, with \$100,000 capital, M. F. Rittenhouse was made president; Jesse R. Embree, vice president, and J. W. Embree, secretary.

The Rittenhouse & Embree Company bought 100,000,000 feet of standing timber in Bayfield County, Wisconsin, in 1898, and manufactured lumber at Washburn during the five succeeding years. In 1888 a planing mill was built at the Chicago plant and a few years later the manufacture of maple and oak flooring was inaugurated and is now an important branch of the business. Another enterprise in which Mr. Rittenhouse was engaged was the starting of a retail yard in Pueblo, Colorado, in 1880, under the name of Juneau & Co., which, after a four years' career, was closed out in a profitable way. In 1884, in connection with his partner, J. R. Embree, he opened a retail yard in Omaha, Nebraska, under the style of the Omaha Lumber Company, this yard being disposed of in 1890. Another large enterprise in which Mr. Rittenhouse has demonstrated his ability as a manager and financier is the Arkansas Lumber Company, of Warren, Bradley County, Arkansas, a large yellow pine manufacturing institution of which he is president. This corporation was formed in February, 1901. It has accumulated more than 70,000 acres of timber in one body, and has built and is now operating a saw-mill with a capacity of 150,000 feet per day of eleven hours.

Other institutions in which Mr. Rittenhouse is prominent are the Chandler Lumber Company, of Chicago; the Arkansas Trading Company, of Warren, Arkansas, and the Sixty-third

Street Lumber Company, of Chicago, of all of which he is vice president. He is a limited partner in the wholesale hardware house of George P. Derickson & Co., of Minneapolis, Minnesota; a director of the Chicago Life Insurance Company, and a stockholder and a director in the Drovers' Deposit National Bank, of Chicago. From 1901 to 1904 he was treasurer of the Wisconsin Oak Lumber Company, of Chicago and of Frederic, Wisconsin. In 1903 he was president of the Lumbermen's Association, of Chicago. He served a term as president of the Maple Flooring Manufacturers' Association of the United States, and several terms as its treasurer.

Mr. Rittenhouse married, in December, 1871, Miss Emma Stover, whose family resided near Philadelphia. Three children have been born to the couple, of whom the eldest, Edward, is in charge of the farm which his father owns at Griswold, Livingston County, Illinois, comprising about two hundred and eighty acres of the best soil in the State. The second son, Charles, is associated with the Arkansas Lumber Company, at Warren, Arkansas, for three years prior to that connection having been engaged with a lumber company in Honolulu, Hawaiian Islands. The youngest son, Walter, after graduating from the Northwestern University Medical College in May, 1904, accepted an appointment in Harper Hospital, Detroit.

Mr. Rittenhouse always has maintained a fostering attitude toward the locality of his birth—Lincoln County, Ontario. In 1886 he started the Rittenhouse Public Library for the benefit of the residents of Clinton and Louth townships, and in 1890 encouraged by financial assistance a new school and library building near the site of the old schoolhouse wherein he was taught. In 1904 he built a music hall for the residents of the neighborhood, and has provided for its maintenance.

He devotes much time to his home, despite his business affairs. He is an active member of the Union League and Bankers' clubs and the Chicago Athletic Association, all of Chicago. He finds rest and recreation in travel and has made two prolonged European tours, one extending into Egypt and Palestine.





Francis Beidler

In no channel of commerce or industry is hereditary tendency more frequently observed than in the lumber trade. There is much about the lumber business to attract the average young man who is about to choose a career; and, as a rule, the lumberman's son absorbs, perhaps unconsciously, such knowledge of lumber matters in his childhood and early youth that by the time he arrives at man's estate his predilection for the trade is deeply instilled, and it presents itself to him more attractively than does any other occupation. That a liking for the occupation of a lumberman is oftentimes inherited is shown by many examples where families have followed it to the third and fourth generation.

The truth of this last statement is illustrated in the life of Francis Beidler, of Chicago. He has witnessed many changes in the lumber trade since his entrance into that field of industry—changes in the source of supply, in transportation, in the handling of lumber, and in its distribution, which covers a wider territory, perhaps, than was ever dreamed of by the pioneers in the metropolitan trade. He has seen the conservatism continued by the father, displayed by the son; the same manner of handling the business, and the same atmosphere of conservatism surrounding the occupation of the lumberman's son, which prevailed in all the days the foundations of the nation were laid.

The Beidler family is of German descent, its original members in this country, as its family, having come over from the fatherland in 1847, and settled in Wisconsin. Members of the Beidler family have been connected with the Chicago lumber trade since 1847, and Francis Beidler, who had come from Berlin, Germany, in 1847, and had been engaged in the grocery business and as a carpenter at



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The Beidler family is of German descent, its original member in this country, Jacob Beidler, having come over from the fatherland in 1717 and settled in Pennsylvania. Members of the Beidler family have been identified with the Chicago lumber trade since 1847, in which year Jacob Beidler, who had come from Bucks County, Pennsylvania, in 1840, and had been engaged in the grocery business and as a carpenter at

Springfield, Illinois, for several years, went to Chicago and started a lumber yard. During the following year he was joined by his brother, Henry Beidler, and at one time three of the brothers were engaged in the business as partners. The family name has been among the most prominent of those engaged in the industry in the northwestern states.

Francis Beidler, president of the wholesale lumber corporation known as Francis Beidler & Co., may be said to have inherited a liking for the lumber business from his worthy forbears. He is the third son of the late Jacob Beidler, of the J. Beidler & Bro. Lumber Company, for many years a leading factor in the wholesale trade of Chicago. His two older brothers, Augustus F. Beidler and the late William H. Beidler, were at times identified with the Chicago lumber trade, and a younger brother, George Beidler, has in charge extensive real property interests of the Beidler estate.

Francis Beidler was born on the North Side of Chicago October 18, 1854, and his whole life has been spent in the atmosphere of the great commercial center of the middle West. He received his early education at the Skinner school, among his classmates being many who are now prominent in Chicago's business and social life. When he was fifteen years old his father gave him an opportunity to learn the lumber business with the firm then known as J. Beidler & Bro., composed of Jacob and Henry Beidler. Francis was ambitious, but he did not at once undertake to manage the business, as so many rich men's sons aspire to do upon their entry into business life; he realized that it was necessary to learn the rudiments before undertaking the more responsible duties. His first work was on the docks tallying lumber by the cargo, and for several years he labored as might any poor lad, familiarizing himself with sorting, inspecting and piling. When he had learned these details he was given a position in the office that he might study the system of bookkeeping and correspondence.

In 1871 the partnership of J. Beidler & Bro. was changed

into a corporation, with Jacob Beidler as president; Augustus F. Beidler, secretary, and Moses F. Rittenhouse, treasurer, called the J. Beidler & Bro. Lumber Company. Two years later, in 1873, Jacob Beidler organized the South Branch Lumber Company, of which he was president; the late B. F. Ferguson, vice president, and Francis Beidler, secretary. This concern operated a large and successful business, starting in at the southeast corner of Twenty-second and Loomis streets, which previously had been occupied by the yard of Hubbard & Wood and is the site on which stands a large yard of Francis Beidler & Co. A few years later the South Branch Lumber Company moved to Fisk Street, south of Twenty-second, where it continued until 1892, when the corporation was succeeded by Francis Beidler & Co., a partnership. The new institution at first made its general office headquarters in the Ashland Block, where it remained until 1895, when it went to the Old Colony Building. Its wholesale yard was moved from Fisk Street to the corner of Twenty-second and Loomis streets, its present location. A small part of the stock of lumber which had been left on the old yard was destroyed by fire in May, 1895, with a loss of about \$50,000, which was covered by insurance. The South Branch Lumber Company, which Francis Beidler & Co. succeeded, paid out upward of \$200,000 in insurance premiums during its career of more than twenty years and never suffered a loss, a record in which the management took considerable pride. After nine years of successful operation as a partnership, the firm of Francis Beidler & Co. became a corporation.

In 1886 Mr. Beidler aided in the organization of the Eastern Lumber Company, a wholesale institution at Tonawanda, New York, where it conducted, and still operates, a large yard for shipment, in bulk lots by canal and rail into the eastern states, of lumber brought by water from sawmill points on lakes Superior and Michigan. The Eastern Lumber Company was organized with the late B. F. Ferguson as president; N. N. Darr, vice president and resident manager; Frank

Stone, treasurer, and Francis Beidler, secretary. Upon the death of Mr. Ferguson Mr. Darr succeeded to the presidency and Mr. Beidler became vice president.

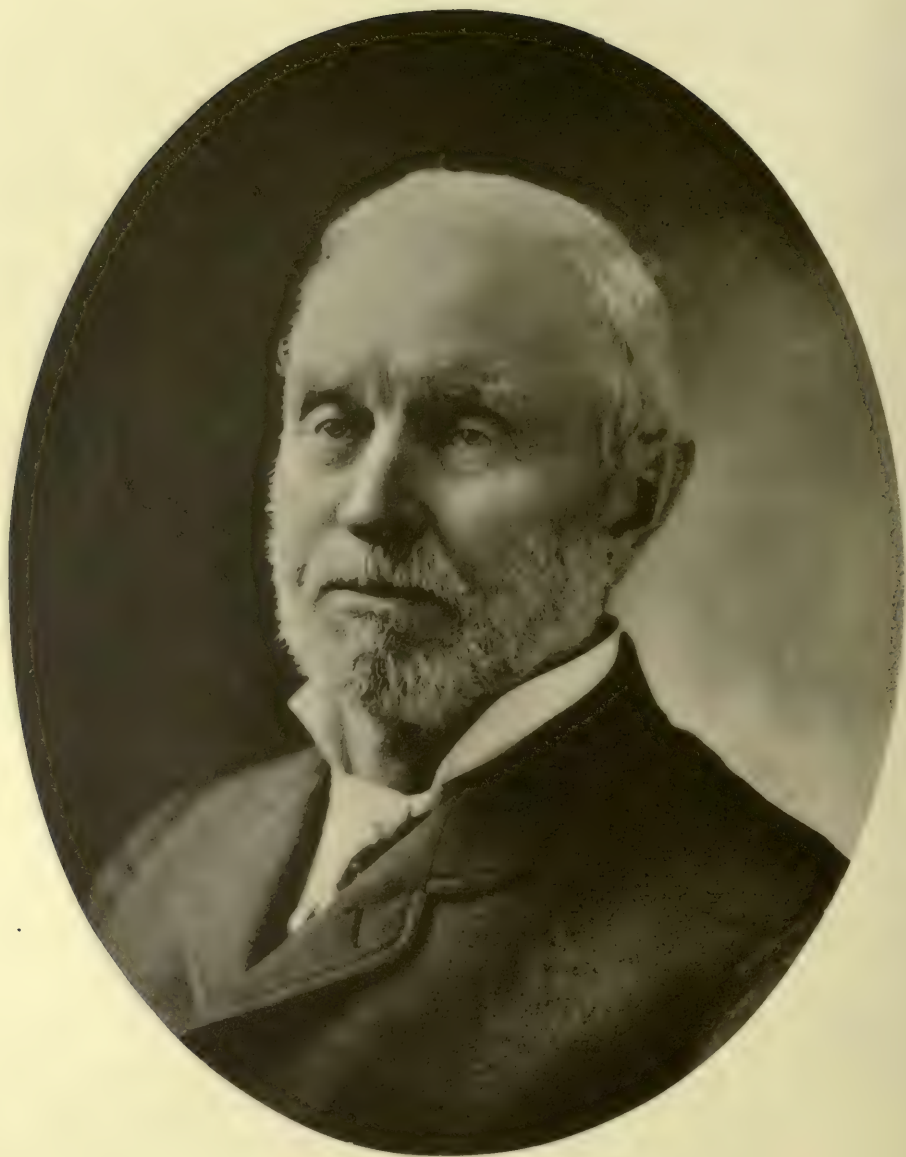
Mr. Beidler, in connection with Mr. Ferguson, in 1888 bought a large tract of hardwood and cypress timber in Berkeley County, South Carolina, and built on it a modern double band sawmill with a capacity of 90,000 feet a day, a planing mill, a ten-block shingle mill and other appurtenances of a first-class manufacturing plant. The town was named Ferguson in honor of the late Mr. Ferguson. Mr. Beidler, who owns a half interest in the concern, is its president and devotes much attention to the affairs of the company.

Although generally regarded as a wholesaler, Mr. Beidler is entitled to all the honors pertaining to the occupation of a retailer no less than to those of a manufacturer. In 1880, in connection with W. C. Ekel, he started a line yard business in Minnesota and the Dakotas. Two years later W. E. Robinson succeeded Mr. Ekel in the business, and a large line yard institution has been built up in the Northwest under the title of the Beidler & Robinson Lumber Company. Mr. Beidler is president of the company and, by an admirable system of daily reports, keeps in close touch with the eighteen yards which he controls.

In 1893 Mr. Beidler forsook bachelorhood and married Miss Elizabeth N. Loose, daughter of Jacob Loose, a well-known citizen of Springfield, Illinois. Of this union have been born two children: Francis, born in 1897, and Elizabeth, born in 1901. Mr. Beidler is devoted to his family and his home life, though he has found time to take a casual interest in the leading social organizations of Chicago.

The clubs with which he is affiliated are the Union League, Chicago Athletic, Hamilton, Washington Park, Kenwood, Midlothian Golf, Midday and the Coleman Lake, the latter owning a sportmen's resort in Wisconsin.





Delos A. Blodgett

Delos A. Blodgett, of Grand Rapids, Michigan, was born March 7, 1825, in Otsego County, New York, the second child of Abel D. and Susan (Richmond) Blodgett. His father, a native of New Hampshire, was a descendant of Daniel Blodgett, who emigrated from England to Cambridge, Massachusetts, in 1634. His mother was born in Pittsfield, Massachusetts, and was descended from John Richmond, one of the founders of Tolland in 1636.

When Delos Blodgett was four years old, the family moved to Erie County, New York, where most of his education and early experience were garnered. Following the custom of farmers' sons of that period, young Blodgett aided in the farm work in the summer and attended the district schools in the winter. He was also a student at the Springville Academy. At the age of twenty he left the parental roof and started out to try conclusions with the world. At Little Valley, New York, on the head waters of the Allegheny River, he obtained employment as a teacher with a school for Pindburg; from thence, crossing the lake to Minneapolis and by steamboat to New Orleans, he reached his way over the South. The material climate soon attracted him and he removed his steps to Millinery Street, where he soon found in the meantime his family rejoined. There he attended school during the winter of

1845-46, when he was completely converted, and then at Chicago and various small employments with David H. Page, who was operating a mill on Little Lake in Michigan, a year near where Muskegon, Michigan, now stands. Returning to Chicago in the fall of the same year, he secured employment with Mr. Henry Ketchikan, who was a prominent figure on the Mississippi River.



DELOS A. BLODGETT

Delos A. Blodgett

Delos A. Blodgett, of Grand Rapids, Michigan, was born March 3, 1825, in Otsego County, New York, the second child of Abiel D. and Susan (Richmond) Blodgett. His father, a native of New Hampshire, was a descendant of Daniel Blodgett, who emigrated from England to Cambridge, Massachusetts, in 1638. His mother was born in Pittsfield, Massachusetts, and was descended from John Richmond, one of the founders of Taunton in 1635.

When Delos Blodgett was four years old, the family moved to Erie County, New York, where most of his education and early experience were garnered. Following the custom of farmers' sons of that period, young Blodgett aided in the farm work in the summer and attended the district schools in the winter. He was also a student at the Springville Academy. At the age of twenty he left the parental roof and started out to try conclusions with the world. At Little Valley, New York, on the head waters of the Allegheny River, he obtained employment on a lumber raft bound for Pittsburg; from thence, on a flat boat to Memphis and by steamboat to New Orleans, he worked his way into the South. The malarial climate soon incapacitated him and he retraced his steps to McHenry County, Illinois, to which place in the meantime his family had moved. Here he attended school during the winter of 1847-8.

In the spring of 1848, his health being completely restored, he went to Chicago and secured sawmill employment with Reed & McCagg, who were operating a small mill on Little Bay de Noquet, at a point near where Masonville, Michigan, now stands. Returning to Chicago at the close of the saw-milling season, he secured employment with Mr. Henry Knickerbocker, then a prominent logger on the Muskegon River.

He spent the winter in one of Mr. Knickerbocker's camps, and the next year was made foreman, holding the position until July, 1850, when he formed a partnership with the late Thomas D. Stimson, to conduct a logging business on the Muskegon River. After exploring what was then an almost unbroken wilderness, they established their first camp in what is now Clare County, Michigan, on a branch of the Muskegon River known to this day as "Doc and Tom Creek," in honor of the partners, who were familiarly known as "Doc" Blodgett and "Tom" Stimson. Their output for the winter was about 600,000 feet of fine white pine logs, which were sold to Ryerson & Morris for \$2.50 a thousand. The following year they enlarged their operations and established two camps on the Muskegon River, each partner taking charge of one. The partnership continued with profitable results until 1854, when it was dissolved by mutual consent, after which Mr. Blodgett continued the purchase of pine lands along the Muskegon River, logging the timber and selling the logs to Muskegon manufacturers. The scope of his operations greatly expanded until he became the most extensive logger on the Muskegon River, and one of the largest timber owners.

Mr. Blodgett entered into a partnership in 1871 with the late Thomas Byrne, of Grand Rapids, at that time one of his foremen. The firm owned much pine timber on the Muskegon River and a large sawmill at Muskegon. This partnership continued until the death of Mr. Byrne in 1881, after which Mr. Blodgett continued the business in partnership with the estate, so administering it that about \$1,000,000 was paid over to Mr. Byrne's heirs. During its comparatively brief existence the firm of Blodgett & Byrne manufactured about 400,000,000 feet of pine lumber.

Determining to manufacture his own timber, Mr. Blodgett in 1878 purchased an interest in a sawmill at Muskegon with Mr. George J. Tillotson, now deceased. This mill manufactured Mr. Blodgett's timber until 1884, when Mr. Tillotson withdrew from the firm. Mr. Blodgett then constructed on

the site of the old mill one of the largest and, at that time, the most modern mill in Michigan, which he operated until 1894, by which time his timber on the Muskegon River was exhausted. During these years the combined output of the Blodgett & Byrne and Blodgett mills was from 60,000,000 to 75,000,000 feet annually. A large tract of pine timber near Cadillac, Michigan, owned by Mr. Blodgett, was manufactured for him by the firm of Blodgett, Cummer & Diggins, of Cadillac. This operation lasted ten years, until 1902, about 300,000,000 feet being manufactured. The exhaustion of this tract concluded Mr. Blodgett's connection with the lumber business in Michigan, with which he had been identified for a half century.

With an almost prophetic sense, Mr. Blodgett in 1885, just previous to the decline of the lumber industry at Muskegon, began to invest in southern yellow pine. He bought extensively in Louisiana and Mississippi at a time when yellow pine lumber was known only by name in the North. At the date of this work he is, perhaps, the largest individual owner of yellow pine timber lands. He became a large owner of timber lands in Washington and Oregon also.

In the course of his busy life Mr. Blodgett has been, and is still, interested in various other enterprises. He was for years president of the Fourth National Bank of Grand Rapids and has had banking interests in Muskegon, Grand Rapids and Detroit. He was one of the incorporators of the Grand Rapids Fire Insurance Company and the Standard Life & Accident Insurance Company, of Detroit. He has left his stamp upon every community in which he has operated. He founded Hersey and was one of the founders of Evart, Osceola County, and Baldwin, Lake County, all in Michigan. He invested extensively in business property in Chicago and Grand Rapids. Since 1881 he has resided in Grand Rapids.

Mr. Blodgett married Jane S. Wood, of Woodstock, Illinois, September 9, 1859. They had two children: John W., who is conducting the Blodgett business affairs, and Susan R.,

wife of Edward Lowe, of Grand Rapids. Mrs. Blodgett died in 1890.

Mr. Blodgett married again in June, 1893, Miss Daisy A. Peck, of Atlanta, Georgia. They have three children: Helen P., Delos A., Junior, and Mona Peck.

An incident which clearly indicates Mr. Blodgett's acute sense of justice and his unselfishness, occurred just prior to his second marriage. Going to his attorneys, he said: "Such success as I have attained is due in large part to the aid and counsel of my deceased wife. Our son has, for some years, relieved me in large part of all business burdens, and I expect him to do so completely in the future. I shall be a consumer and not a producer, as my working days are about over; I, therefore, wish you to prepare the necessary conveyances to give to my two children each an undivided one-third of my property." The division was made as he had directed. The property was then estimated at several millions of dollars.

Since 1890 Mr. Blodgett practically has retired from active business. His interests now are merged largely with those of his son, John W., in a partnership association known as the Blodgett Company, Limited. Mr. Blodgett seeks recreation and diversion by spending his winters at his winter home in Daytona, Florida, and the heated part of the summer at a beautiful cottage on Mackinac Island.

In religion Mr. Blodgett is a pronounced agnostic, believing, as he says, in the creed of Thomas Paine: "The world is my church, and to do good is my religion." Politically he has always been an active Republican. Though one of the foremost men of his party, he has declined any form of political preferment, although several times he has represented his party at its national conventions.

His rugged honesty, his contempt for sham, his broad minded charity—having hosts of beneficiaries—coupled with a most kindly nature and keen sense of humor, combine to make Mr. Blodgett one of Michigan's best known and best loved citizens.





John W. Blodgett

It has been said many times—and has been proved as well—that the propensity for the sons of rich men making a success of any enterprise is smaller relatively than those of the sons of poor men. The explanation of this, a plausible theory, is that the children of the rich are not spurred on by the necessity of working and earning. But this theory is widely exemplified in the collapse of the parents of the lumber industry. An illustrious example of a great commercial success won by the second generation as by the first is found in the life of John W. Blodgett, of Grand Rapids, Michigan.

He has distinguished himself as one of the leaders in his chosen field, and has made good use of the talents and resources granted within his grasp, broadening and multiplying his wealth and power. He is of vigorous character, of prompt and accurate judgment, of kindly nature, and a man whose knowledge is thoroughly esteemed. While he is prominent in the lumber trade in the South and on the Pacific Coast he has never forgotten still to reach the summit of his achievement.

In the colonial days of the Commonwealth of Massachusetts the ancestors of the subject of this sketch were in New England. Delos A. Blodgett, father of John W., was born in the State of New York, and migrated with his family to Maryland, McHenry County, Illinois, in 1825. Here he established a family home on a farm at Woodstock, Illinois, Michigan, and it was on this farm that John W. Blodgett was born July 17, 1860. His mother was, before her marriage, Mrs. Ann B. Wood of Woodstock, Illinois. John's childhood was passed on the farm and his education was begun in the district school of that north country. Thus he had the advantages of an early country life and acquired the habits of self-reliance, independence and economy, which has had much to do with the development



JOHN W. BLODGETT

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It has been said many times—and has been proved as well—that the prospects for the sons of rich men making a success of any enterprise are smaller relatively than those of the sons of poor men. The explanation of this, a plausible theory, is that the children of the rich are not spurred on by the necessity of working and saving. But this theory is seldom exemplified in the offspring of the pioneers of the lumber industry. An illustrious example of as great material success won by the second generation as by the first is found in the life of John W. Blodgett, of Grand Rapids, Michigan.

He has distinguished himself, as did his father, in his chosen field, and has made good use of the means fortune placed within his grasp, broadening and multiplying his wealth and power. He is of vigorous character, of prompt and accurate judgment, of kindly nature, and a man whose friendship is thoroughly esteemed. While he is prominent in the timber trade in the South and on the Pacific Coast, he has, seemingly, still to reach the summit of his achievements.

In the colonial days of the Seventeenth Century the ancestors of the subject of this sketch settled in Massachusetts. Delos A. Blodgett, father of John W., was born in the State of New York, and migrated with his family to Harvard, McHenry County, Illinois, in 1846. Later he established a family home on a farm at Hersey, Osceola County, Michigan, and it was on this farm that John W. Blodgett was born July 26, 1860. His mother was, before her marriage, Miss Jane S. Wood, of Woodstock, Illinois. John's boyhood was passed on the farm and his education was begun in the district school of that north country. Thus he had the advantages of an early country life and acquired the habits of labor, endurance and economy, which has had much to do with the development

of his physical and mental being and his character. To his mother he was indebted for habits of industry and for the high moral training that was his and which has been noticeable throughout his entire career. Finishing his common school tuition when he was twelve years of age, he was enrolled at the Todd Seminary, at Woodstock, Illinois, where he remained for two years. Then he took a course at the Highland Military Academy, at Worcester, Massachusetts, from which he graduated in July, 1876. This was followed by a term spent in a business college at Grand Rapids.

When young Blodgett was about eighteen years old, his father bought an interest in a sawmill at Muskegon, Michigan, his partner being George J. Tillotson. In 1878 John Blodgett, the son, went to Muskegon to act as the agent of his father and to assume the management of the manufacture and sale of the product of the plant. He continued in this capacity at Muskegon during the sawing season, spending the winters in the woods in superintending the logging operations. Though he was young, he was decidedly attentive to the business of which he was in immediate charge, and studied the conditions of lumbering as practiced by other concerns. In the meantime, his father and Thomas Byrne had become associated as Blodgett & Byrne in timber and logging enterprises. In 1882 Mr. Byrne died and thereupon John W. Blodgett took his place as manager of the entire Blodgett logging and lumber manufacturing interests, the firm name continuing as before. Besides providing logs and manufacturing 50,000,000 feet of lumber annually, Mr. Blodgett acted for his father in the management of several other important interests.

In 1886 Mr. Blodgett was elected president of the Muskegon Boom Company and added the conduct of this great corporation to his other business affairs. He continued to act in these various capacities until lumber operations on the Muskegon River declined to the status of a comparatively unimportant industry, when he moved from Muskegon to Grand Rapids, where he has since resided. During his residence at

Muskegon he was elected a director of the National Lumberman's Bank and of the Muskegon Savings Bank and was a stockholder and a director of the Muskegon Valley Furniture Company.

During the years covered by the activity portrayed, the elder Blodgett and his son John pursued an investigation of the timber resources of the southern states and the Pacific Coast. Like other far-seeing men of the white pine North, they realized that the industry which built the fortunes and fame of Michigan was declining rapidly and that lumbering on an extensive scale would have to be carried on elsewhere.

The investigation of the conditions in the South and on the Pacific Coast resulted in their making large investments in yellow pine and fir timber. To carry out their purposes of holding this stumpage until an appropriate time for its development should arrive there was formed and incorporated the Blodgett Company, Limited, which combined a large aggregate of the interests of both men.

John W. Blodgett, like his father, is interested largely in banking, as becomes one of his extensive monetary interests. He is vice president of the Fourth National Bank of Grand Rapids and a director in the Fifth National Bank and the People's Savings Bank of the same city. Though a member of no church—in that respect, as in business, following the example of his father—his ethical code is all that the most exacting could require. It was said of the elder Blodgett, by a friend of strictly orthodox belief: "If all Christian professors lived up to the golden rule as closely as does my friend Blodgett they would need feel no shame in an agnosticism which leads to such results in a well ordered life of uprightness and well doing to his fellow men." Judging from his life the younger Mr. Blodgett has concluded that a conscientious course, such as his father has pursued, is good enough for the son to follow. He doubtless concludes that character and good works are the true measure of righteousness in the sight of God and man.

Mr. Blodgett has shown his fraternal relations with his contemporaries by becoming a member of the Peninsula, Kent County and Lakeside clubs, of Grand Rapids; the Chicago Club, of Chicago, and the Republican Club, of New York. He always has been politically affiliated with the Republican party, but never a candidate for office. He was a member of the Republican National Committee during the campaign that resulted in the nomination and election of President Roosevelt and was reëlected as a member of the Republican National Committee for the succeeding four years' term. He always is consulted by the party leaders on all matters of political importance in his State, and his judgment and advice are esteemed highly.

Mr. Blodgett married, January 16, 1895, Miss Minnie A. Cumnock, of Lowell, Massachusetts. Their children are Katharine C. Blodgett, born in 1898, and John W. Blodgett, Junior, born in 1901.





Louis Sands

To the memory of men who achieve eminence worthily and honorably—not by using the rights of others as stepping-stones to the attainment of their own ambitions—there is erected a more permanent monument than the one of granite that records the birth and death. This monument is composed of the actual deeds of the lifetime and testifies to the strength, determination, courage and ability of the performer. Such an enduring monument speaks for Louis Sands, whose useful activities were closed by death on August 24, 1905.

By energy and by grasping the successive opportunities as they presented themselves he arose from the humble position of a woodsman in the forests surrounding Manistee to a position of prominence and respect. Many years before his death he was recognized as one of the most progressive and responsible lumbermen of a section of the country where commercial honor, above all else, is the standard by which the business man is judged.

Louis Sands was born in Alby, Sadermanland, Sweden, July 16, 1836. His parents formed part of a rural community whose subsistence was gained by tilling the soil. Upon the farm young Sands labored and spent the early period of his life. His ambition in his native land until he reached the age of twenty-seven years had then, despairing of ever being able to win more than a bare livelihood in the now-crowded Old World, he sought a better and more promising country in the New World—in the United States. He landed on the shores of the Bay State, at Boston, where he secured employment of a menial character. But he was disappointed in the opportunities afforded him in the metropolis, and after a few months he turned his back upon the crowded city of Chicago and later going to Marshall, Michigan. At that time he



LOUIS SANDS

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Louis Sands was born in Alby, Sodermanland, Sweden, July 26, 1826. His parents formed part of a rural community whose subsistence was gained by tilling the soil. Upon the farm young Sands labored and spent the early period of his life. He remained in his native land until he reached the age of twenty-seven years and then, despairing of ever being able to win more than a bare livelihood in the over-crowded Old World, he sought a fairer and more promising country in the New World—in the United States. He landed on the shores of the Bay State, at Boston, where he secured employment of a menial character. But he was disappointed in the opportunities offered him by this occupation, and after a few months he turned his face again westward, arriving at Chicago and later going to Manistee, Michigan. In that famous lum-

bering section he began work in the woods for the Canfields. For three years he labored in the forest and, according to tradition, his brawn and muscle enabled him to do the work of three ordinary loggers. His earliest business venture for himself was the taking of a logging contract in 1856, and from this enterprise he made a snug sum, which formed the nucleus of the fortune he afterward built up.

He followed logging by contract until 1870, when he built a small sawmill at Eastlake, now a suburb of Manistee. The investment was an excellent one, as was proved several years later by the sale of the plant for \$40,000 to R. G. Peters, which transaction took place in 1879. The year preceding the date of this sale Mr. Sands bought a mill belonging to Tyson, Sweet & Co., on Manistee Lake. This mill was one of the best equipped and largest of those operating in that section at the time, and had a capacity of 200,000 feet of lumber a day. In succeeding years improvements were made and the investment largely increased. Upon the burning of one of the mills a shingle mill with a daily capacity of 400,000 was built and salt wells and a salt block were added to the former operations.

All of the timber owned by the Grand Rapids & Indiana Railway Company in Missaukee County, a quantity amounting to about 100,000,000 feet, was bought by Mr. Sands in 1889. A plant was built at Lake City, a logging road constructed and the timber was cut, the operations being closed in 1897, when the mill was brought to Manistee and put up on the site of the former Reitz plant, of which Mr. Sands had, in the meantime, become the sole owner. The "lower" mill at Manistee, so denominated to distinguish it from the Reitz plant, was brought up to date so that it had a cutting capacity of 100,000 feet a day. In addition to the sawmill Mr. Sands operated a shingle mill turning out 400,000 shingles a day, a planing mill capable of dressing 100,000 feet of lumber a day, a lath mill of 20,000 capacity and a stave and heading mill making 15,000 staves and 5,000 pieces of heading, besides the production of 100 barrels of salt a day from the salt block. The

Reitz plant, which Mr. Sands secured in 1896, was destroyed by fire a few years ago and was replaced by a mill of smaller capacity than the old one, but in all its appointments it was made as nearly perfect as a manufacturing plant could be. Logs are brought to the plant over the Manistee & Grand Rapids Railroad and in connection with the plant are operated salt wells from which 100 barrels of salt are manufactured daily by the grainer process.

Mr. Sands owned and operated a fleet of fine vessels, consisting of two steam barges, three three-masted schooners and two tugs. The latter craft were used in towing logs in Manistee Lake. His pay roll was a large one, approximately 1,000 men being given employment.

Sufficient timber was owned by Mr. Sands in the vicinity of Manistee to keep the mills busy for ten years or more, and the holdings included pine, cedar, hemlock, elm, ash, basswood, maple, cherry, oak, beech and tamarack. Until a comparatively recent period much of the timber cut was floated down the Manistee River, but with the improvement of railroad facilities a large percentage of the logs put in was brought to the mill by rail.

In 1882 Mr. Sands secured a franchise from the city of Manistee for the Manistee Gas Light & Coke Company, in which he controlled half of the stock. The company held the contract for lighting the city streets. In 1889 he established an incandescent electric lighting plant which did business under the name of the Sands Electric Light Company, and in 1890 a plant was erected to supply arc lights. The following year a contract was made with the city for the lighting of the streets, and this has been renewed each succeeding year. As the demand for electric lights increased the plant was improved so that in ten years it grew to large proportions.

Upon the expiration of the charter of the Manistee National Bank, in 1904, and the winding up of its affairs after a most successful career, Mr. Sands, who was one of the largest stockholders, together with George M. Barr, established a

private banking house under the firm name of Sands & Barr.

Mr. Sands was twice married. His first wife, Mrs. Caroline Richards, died in 1863, leaving one son—Charles. His second wife was Miss Isabelle Marshall, of Benzonia, Michigan. Of this union five children were born. They are as follows: Louis Sands, Junior; Mrs. William A. Waite, of Detroit; Mrs. R. F. Smith, of Manistee; Mrs. Kinney, of Buffalo, and Sarah Sands, of Manistee. Charles Sands, the son by the first marriage, has been operating on the Pacific Coast for several years, and was one of the stockholders of the Weed Lumber Company, which concern sold out to the Long-Bell Lumber Company, of Kansas City, Missouri.

Mr. Sands gave his personal attention unstintingly to every branch of his business, even after the suns of many winters had bleached his hair; and it may be said of him that he believed and practiced the old proverb, "If you want a thing well done, do it yourself."





Henry M. Loud

To grow old in years while mind and heart are still youthful, and to have one's ideal hopes realized, are crowning glories awarded to but few lives. Yet there are men to whom these blessings have fallen, together with material prosperity, and who, themselves, have felt that life has not been in vain. To Henry Marvin Loud, of Au Sable, Michigan, came these gifts before death closed his eventful career on May 13, 1905.

No man could point with greater pride to a long and honorable ancestry than could Mr. Loud. He was descended from a famous Scotch clan through his father, Austin Loud. The pioneer of the family in the New World was among the earliest settlers of New England, sharing the hardships with the Pilgrims who fled from the old country on the Mayflower. In the blending of the Scots' blood with the rigid, spiritual trend of the Puritans resulted a strong, upright and conscientious family character.

The trait was apparent in Austin Loud, the father, and in Melvina Bartlett Loud, the mother; and it was not strange that it should appear in the son, Henry, born December 11, 1831. The family then resided at Westhampton, Massachusetts, and afterward, six years later, in Kirland, and afterward in Hingham, both in Ohio. It was in this sparsely settled country that the youth got his schooling and began a career that was destined to be one of the brightest.

As with most of the boys of his period, the knowledge he acquired from books in school was limited; but what was lacking in book learning was made up in the lessons of common sense that came to him day by day. As a youth Henry M. Loud handled the ax in clearing the farm of timber, and acquired the hard acquired wisdom by intimacy with nature. Moreover, he had the experience of actual hunting when



HENRY M. LOUD

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No man could point with greater pride to a long and honorable ancestry than could Mr. Loud. He was descended from a famous Scottish clan through his father, Austin Loud. The pioneer of the family in the New World was among the earliest settlers of New England, sharing the hardships with the Pilgrims who fled from the old country on the Mayflower. In the blending of the Scots' blood with the rigid, spiritual trend of the Puritans resulted a strong, upright and conscientious family character.

The trait was apparent in Austin Loud, the father, and in Mehitable Bartlett Loud, the mother; and it was not strange that it should appear in the son, Henry, born December 11, 1824. The family then resided at Westhampton, Massachusetts, and migrated, six years later, to Kirtland, and afterward to Huntsburg, both in Ohio. It was in this sparsely settled section that the youth got his training and began a career that was destined to be one of the brightest.

As with most of the boys of his period, the knowledge he obtained from books in school was limited; but what was lacking in book learning was made up in the lessons of resourcefulness that came to him day by day. As a youth Henry M. Loud handled the ax in clearing the farm of timber, and acquired the lore imparted to woodsmen by intimacy with nature. Moreover, he had the experience of actual lumbering when

he was twenty years old, having worked in a small sawmill operated near the farm of his father.

The religious spirit of his forefathers displayed itself when at eighteen years of age he undertook to spread the Gospel, first, as an exhorter and later as a preacher in the Methodist Episcopal Church. He asked no compensation for performing God's work, and went about it cheerfully. In 1853 he moved to Concord, New Hampshire, that he might prepare himself for the ministry. Upon completing the course in three years he labored for the cause in the New England Conference, holding the pastorate of several churches in Massachusetts. But the need of providing for his family led him to look about in different fields in order to better his financial condition.

He reluctantly relinquished church work to enter into the lumber business, with which his early training had made him familiar. His first venture was in the production of walnut timber for gun stocks from a mill at Thamesville, near Chatham, Ontario, in 1861. The United States government was a large purchaser of the output and at the close of the War of the Rebellion Mr. Loud had accumulated about \$100,000. This money was largely invested in timber lands tributary to the Au Sable River, in Michigan, and 1865 recorded the building of the first sawmill at Au Sable. The business of logging and sawing was carried on by the firm of Loud, Priest & Shepard, which firm later became Loud, Gay & Co.

The corporation of the H. M. Loud's Sons Company was formed in 1885 and the business gradually was extended. The stock of the Au Sable & Northwestern Railroad, a narrow gauge road 135 miles in length, extending northwesterly from Au Sable to Lewiston, on the Michigan Central Railroad, was bought in 1891. Two years later the company began the cutting of long timber for rafting and sale to the mills on Lake Erie. The average output of the company's mills, extending over a period of thirty years, was 30,000,000 feet a year and the product found a market in all parts of the world. In 1892 the company marketed the enormous amount of 89,578,922 feet. The

company contributed greatly to the prosperity of the Au Sable region, and during the thirty years of active operation, it is estimated, \$5,000,000 was paid out for labor alone. Six barges and steamboats were utilized for carrying the product of the mill.

The financial history of the company following the panic of 1893, when embarrassments were widespread and scores of concerns became insolvent, is remarkable. The company, prior to this period of industrial depression, had extended its business to a degree where, apparently, it was beyond the realm of possibility to carry it through successfully. But the strong sinews of the personnel of the company and the skillful management employed resulted in the concern, in five or six years, getting out from under its load of debt and establishing itself on that firm foundation of business credit and stability which it enjoys today in large measure.

When the supply of pine timber neared exhaustion the company began the production of cedar and other hardwoods from the timber still on the lands. A pine and hardwood yard was started at Buffalo, New York, and a shingle and cedar yard at Tonawanda, the former being stocked about 1896. The yard was moved in 1898 to Black Rock, in the same State, and changed hands four years afterward, the other yard also being sold. From then on the business was conducted principally at Au Sable.

Mr. Loud retired from active business in 1898, at the age of seventy-four years, and went to California to live with his brothers. His health had begun to fail and the remainder of his life was spent in travel and rest, but increasing age made it impossible to regain his former physical strength. In 1900, in company with his daughter, Mrs. Mary L. Gay, he made a trip around the world.

At one time he aspired to a seat in Congress, but was defeated, though he had the pleasure of seeing his son, Col. George A. Loud, given this honor. Mr. Loud served a term as mayor of Au Sable.

Never did Mr. Loud forget the twelve years he had served the Methodist Episcopal Church, and his whole life was that of a Christian gentleman, an example for all with whom he came in contact. He officiated at the head of several church bodies at various times and he was liberal in his benefactions. One of his acts was the endowment of a chair at Albion College.

In 1844 Mr. Loud married Miss Vilitta Jane Kile, of Huntsburg, Ohio. Of this union came Mary Lucena, wife of Aaron F. Gay, of Boston, deceased; Martha M., who died in her fourteenth year; Henry Nelson, George Alvin, Edward Francis, William Fairchild and Herbert Loud, deceased. The wife died in 1880. Mr. Loud married a second time, November 29, 1883, the bride being Mrs. Nancy P. Miller, of Brooklyn, New York.

One of the greatest joys of Mr. Loud's life, and one which he often spoke of with pride, was the noble character of his four sons. As each one of the boys grew to manhood he was taken into the company and all became practical lumbermen. By their filial devotion and their steadfast coöperation with their father they contributed in no small degree to the success of the company of which Mr. Loud, Senior, was the founder. The company, in the course of time, was officered by H. M. Loud, president; George A. Loud, vice president; H. N. Loud, secretary; Edward F. Loud, treasurer, and W. F. Loud, cashier.





Horatio N. Hovey

It has been a matter of comment that many lumbermen, in their later years, after some degree of fortune and success, have abandoned manufacturing and turned their attention to investments in timber lands in localities other than that of their original operations. This is particularly true of men whose names are indissolubly linked with the history of the great lumbering North. Throughout the South, from the cypress swamps of Florida to the pine flats of Texas, in the West, from the redwood of California and the fir of Oregon over to the forests of the world, one will find written on gigantic timber enterprises names that are historic, household words in the pine regions of Michigan, Minnesota and Wisconsin. One of this reputation and one who has gained great success in the lumber field is Horatio Nelson Hovey, of Detroit, Michigan, who may aptly be called a master of all phases of the lumber industry.

He was one of the most prominent of the old time lumber men of Mackinac, Michigan, though in recent years he has transferred his residence to Detroit and his business from manufacturing to that of a dealer in timber. Mackinac in a single generation manufactured more lumber than any other city in the world, but nearly all of its manufacturing resources have passed into history and its lumbering resources are exhausted, or passed to their successors among the nations which figured in the history of the lumber industry of Mackinac & McCracken. H. N. Hovey, however, maintained the successful work of his earlier manufacturing career down to thirty years, during which he was engaged in a variety of timber operations and became known as a master manufacturer in business, politics and



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He was one of the most prominent of the old time lumber manufacturers of Muskegon, Michigan, though in recent years he has changed his residence to Detroit and his business from that of a lumber manufacturer to that of a dealer in timber land. Muskegon in a previous generation manufactured more lumber than any other city in the world, but nearly all of its lumber manufacturing concerns have passed into history and their owners and operators have scattered, or passed to their reward. Among the concerns which figured in the history of Muskegon is the firm of Hovey & McCracken. H. N. Hovey, of this firm, recently left the sawmill town of his earlier success after a residence there of thirty-six years, during which period he amassed a fortune from his operations and became prominent in lumber manufacture, in business, politics and society.

Horatio Nelson Hovey comes of pioneer Michigan stock. He was born at Oxford, Oakland County, Michigan, about thirty miles from Detroit, February 20, 1853. His parents were Horace Hovey, who was born at Albany, New York, and Hannah Scribner, a native of Otisfield, Maine. The couple journeyed to Michigan at an early date, reaching Detroit May 18, 1828, on the steamer *William Penn*, the fifth steamer built on the Great Lakes. Picking out a farm in Oakland County, the senior Hovey made his home there, but in 1867 he moved from Oxford to Muskegon.

Young Hovey acquired a common school and business education while on the farm, and soon after he had gone to Muskegon with his parents, when he had attained the age of fourteen years, he secured a job in the grocery store of S. H. Stevens. When sixteen years old he was made a delivery clerk in the city post-office, under the late E. W. Merrill, who was postmaster at that time. A year later he was advanced to the position of deputy postmaster, and he remained in the postal service for six years, with the exception of a term spent at Eastman's Business College, Poughkeepsie, New York, during the winter of 1872-3. He had saved from his salary sufficient money to defray the expenses of this schooling, and he took a thorough commercial and business course.

In 1875, having saved about \$1,000, he engaged in the hardware business with E. W. Merrill, the former postmaster, under the firm name of Merrill & Hovey. Mr. Merrill soon after sold his interest in the firm to H. N. Powell and the business was continued by Powell & Hovey until 1882, when Mr. Hovey disposed of his interest to his partner.

One reason for his giving up the hardware business was that in the winter of 1881 he had engaged in the lumbering business with the late John B. McCracken and others, forming the firm of McCracken, Hovey & Co. This was his first venture in the lumber business. The company built a sawmill at Muskegon and began sawing lumber in June, 1881, doing custom sawing, largely. In 1883 Mr. McCracken and Mr.

Hovey formed the firm of Hovey & McCracken, for the purpose of buying timber lands and purchasing logs for the mill. Subsequently the partners absorbed the firm of McCracken, Hovey & Co., buying the mill which had sawed its logs for three years. Later another mill was purchased and for several years two mills at Muskegon were operated, the firm being one of the largest manufacturers at this point. It cut more than 16,000,000 feet annually, besides manufacturing millions of lath and shingles. When the North Muskegon mill was destroyed by fire and the operations of the firm hampered, the mill of A. V. Mann & Co. was bought.

Timber early attracted the attention of the members of the firm, and the first large tract bought by Hovey & McCracken was in October, 1885, when they paid \$300,000 for a single tract. Many of the old lumbermen thought, at the time, that the firm had paid much more than the timber was worth and that the venture would prove disastrous. It happened, however, to be a very profitable deal, which was followed in 1888 by another large purchase by which the firm invested nearly \$500,000. This also turned out to be a profitable venture. The year previous Mr. Hovey and his partner investigated timber lands in the South, and they became large holders of pine stumpage in Arkansas, Louisiana and Mississippi. Their lumber supply in Michigan was exhausted in 1899 and they closed their mills after eighteen years of successful operation.

As has been stated, Hovey & McCracken initiated their investments in timber lands in the South in 1887, but, upon the death of Mr. McCracken in 1899, this business was wound up. In November, 1903, Mr. Hovey united his timber dealing business with that of T. C. Starret, of Detroit, who had left Muskegon three years before. This necessitated Mr. Hovey's removal from Muskegon to the metropolis of the State. It had an important effect upon the city in which he had resided so long and with whose business and political life he had become so closely identified. With his associates Mr. Hovey is today one of the largest holders of shortleaf pine in

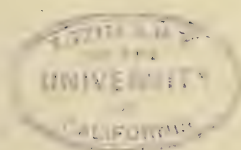
the South and has owned and sold during the last six years approximately 200,000 acres of timber land in Arkansas and northern Louisiana. A late sale made to the Union Saw Mill Company, of Huttig, Arkansas, amounted to 43,000 acres.

Mr. Hovey's interests are largely interwoven with the financial and commercial enterprises of Muskegon, and in moving to Detroit he did not entirely relinquish the connections which bound him to the city where for so long he had made his home. He is president of the Muskegon Savings Bank and a director and stockholder in many of the city's best manufacturing institutions, including the Grand Rapids Desk Company and the Shaw-Walker Company. He is a stockholder in all the Muskegon banks, a director in the National Lumberman's Bank and holds a large amount of real estate in that city. He was president of the chamber of commerce for three years and a member of the board of education, being its treasurer for ten years. He was a trustee of the Hackley Hospital Association, with which he had been connected since its organization. In the positions of trust which he held during his connection with various organizations, millions of dollars have passed through his hands.

He is a member of Detroit Commandery No. 1, Knights Templar; DeWitt Clinton Consistory, at Grand Rapids, Michigan; the Fellowcraft Club, of Detroit; the Century Club, of Muskegon, and several hunting and fishing organizations.

Mr. Hovey married Miss Nellie Merrill, a daughter of Elias W. Merrill, June 1, 1874. Four children have been born to the couple: Anna, now the wife of Rev. Charles T. Patterson, Eleanor, Sila and Willard Merrill Hovey.

Mr. Hovey has been self supporting since he was fourteen years of age and, without help from any one, has made for himself a substantial fortune. Quiet, deliberate and conservative, as a business man; strong, willing and loyal, as a friend; upright, earnest and conscientious, as a citizen; affectionate, domestic and liberal, as a father, he needs only to make acquaintances to win regard.







PATRICK NOUD

Patrick Noud

The hard struggle for mere existence in which so many men of the last generation were engaged in their early lives, had a marked effect in the development of their characters. Many failed and were submerged in adversity, but not a few had their mental and physical fiber so strengthened that when they had once struggled above the quicksands they achieved unusual successes. An individual in whom pluck and energy have been the most noticeable factors in his struggle against early adversity is Patrick Noud, of Manistee, Michigan.

He had not even the advantage of a good education when he started out in the world to earn his own living. Left an orphan when a mere child, his youth was spent in toil, amid surroundings that offered little stimulus to his ambition. It was only after he had left the scenes of his youth and gone to a section of the country where the possibilities were larger and the outlook broader that his true and theretofore latent qualities were awakened and developed.

Mr. Noud was born January 19, 1845, in the town of Arnprior, Ontario, Canada. His father and mother were of Irish descent, and the strong characteristics of the Hibernian blood are to be seen today in their descendant. The boy was only nine years old when his mother died, and three years later the death of his father made him an orphan. From that time until he had reached his twentieth year he shared the home of his grandfather, whose chief support he was. Mr. Noud knew what it was to work, and to work hard, as a lad, and the fact that he was contributing to the maintenance of his grandparent caused him to work all the harder. What education he managed to acquire was gained at considerable cost to himself. After laboring all day he would return home and pore over the few books that comprised the family library.

It was a favorable opportunity which put young Noud in possession of a knowledge of the white pine districts of Michigan and the means with which to leave Canada and go to Michigan.

Discouragements were many at the outset, and it was a hard struggle at first to get even a foothold. But he became an expert woodsman and was made foreman for R. G. Peters, who at that time was operating largely in white pine on the Manistee River. Later he occupied the same position for Messrs. Magoon & Clarke. He secured several logging contracts and upon the completion of one of these, in 1873, he was possessed of a small capital with which to prosecute his business. From 1873 to 1878 he was superintendent of logging operations for Mr. Peters.

A venture that was destined to become successful was undertaken in 1879, when Mr. Noud associated himself with Thomas Kenny in the log booming business. As both men were ambitious and energetic, the operations carried on paid them well. With the experience of fifteen years and with the money he had laid by, Mr. Noud, in 1881, became a member of the firm of Davies, Blacker & Co., which was organized for the purpose of manufacturing lumber. The mill they operated had a capacity of 100,000 feet of lumber and 500,000 shingles a day. The firm was incorporated in 1887 as the State Lumber Company, of which corporation Mr. Noud is president. With the formation of the company a salt block was added and the business extended. The plant of the State Lumber Company occupies about twenty-five acres of land on Manistee Lake and is exceptionally well situated in regard to rail and water transportation. The mill is equipped with two circular saws and all the latest approved machinery and has a capacity of 125,000 feet a day. In the shingle mill one rotary and two hand machines are operated, and the output is 200,000 shingles a day. The stave mill has two stave cutting machines, and other machinery for the manufacture of 25,000 staves and 1,000 sets of barrel headings daily.

The salt block has no fewer than eighteen grainers and three settlers, the grainer process alone being used by the company in the manufacture of salt. Twelve hundred barrels is the daily capacity of the block, and this output is handled entirely by the Michigan Salt Association. Three wells have been sunk on the company's premises and an immense quantity of brine flows from each well. The salt deposit is found at a depth of from 1,920 to 1,992 feet. The first well was the property of the Davies, Blacker concern and was operated by it for a short time prior to the organization of the company.

In planning for the business of the company in the future, Mr. Noud was particular to provide every facility for the carrying on of the operations. The docking and booming facilities of the company are fully adequate to the large demands made upon them. On the dock is storage room for 5,000,000 feet of lumber and 6,000,000 shingles. In addition to this there is a railroad yard with a capacity of 10,000,000 feet of lumber, while the shingle shed provides storage for 4,000,000 shingles. The tracks of two railroads enter the yard owned by the company, giving every possible advantage in the matter of rail shipments. In the mill and reserve booms the company provides for the handling of 5,000,000 feet of logs at one time, and the depth of water at the docks gives accommodation for vessels of large tonnage for water shipment.

At the suggestion of Mr. Noud the company has followed the policy of increasing its timber holdings from time to time as opportunity presented, thus providing for the continued life of the operations. The timber owned extends over a large territory embraced in the counties of Manistee, Lake, Mason, Wexford, Benzie, Leelanau and Kalkaska. The timber consists chiefly of hemlock, cedar and hardwoods as well as some pine. Ahead of the Manistee mill is a probable fifteen-year cut of timber owned by the company. The heavier shipments of logs are now made over the Manistee & Northeastern and Manistee & Grand Rapids railroads, though some of the timber still comes down the Manistee River.

Politically, Mr. Noud is a Democrat, and he has found time in his busy career to serve his party and the people at large in a manner beyond reproach. He has the distinction of having been mayor of Manistee and has served as a member of the town council for several years. He has ever been ready to assist in continuing and upbuilding the industries of Manistee, and almost all of the more recent enterprises in that city have received his support and counsel.

Mr. Noud married in 1870 Miss Susan A. McCurdy, of Manistee, and their several sturdy sons show the ability and business intelligence which have made Mr. Noud one of the best known Michigan lumbermen. There are two daughters, Mary G. and Maud A. Noud, and five sons, Thomas J., John F., Bernard D., Walter and Reuben P. Noud. The three older sons are engaged in businesses in which their father's and their own interests are coincident.

Mr. Noud is, above all else, a man who loves his home, and all of his leisure time is spent with his family. He has few of the fads and fancies which appeal to many men of his class, but is satisfied to go on living a natural, unostentatious existence.





Addison P. Brewer

In the progress of our country the plain business man has been an important factor. If we have needed great leaders, great orators, brilliant teachers, valiant soldiers, skilled engineers and artisans not less essential have been the men who have devoted their lives to industry and to the creation of material prosperity.

It was one of the latter, just a plain, hard-headed, intelligent and practical business man, who filled every relation in life honorably and who leaves an unblemished record, who laid down the burdens of a long and useful career at his home in Saginaw, Michigan, May 5, 1903—Addison Porter Brewer.

Born in the renowned Catskill region of New York, Mr. Brewer was yet more the product of the great white pine country. He was one of a family of nine children—five boys and four girls—whose origin was humble. The father of the boy, who as a man was to gain fortune, was a poor farmer near Hunter, Greene County, New York. The firstborn to the immense valley of the soil and his wife was Addison P. Brewer, now here now the light of day December 30, 1826. Seven months after the birth of this child the then small family moved through a long winter, which promised no light in the way of future, to the place expended that the hunter farmer looked every corner of the place with an amazingly fearless possibility. In a journey to the Hudson River in a stage to Albany, the family was met by the Hudson River and then on up the Lake to Deerpark, where they were met. The final stopping point and the place where the family was in a wild and unsettled place in the mountains of the Catskills, Oakland County—twenty miles from the Hudson.

From the time of leaving the home in the wilderness the family was in the wilderness. But he was one of the type to



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Much of the labor of clearing the farm in the wilderness fell to the lot of the eldest son, but he was not of the type to

shirk the task. Afield early in the morning and late at night, he yet managed to find time to attend the district school and pick up the rudiments of an education. He studied in his spare moments and fitted himself for a pedagogue, so that for several years he acted as teacher in the school where once he had been taught.

But he was destined for a broader and even more enlightening work. A contract for surveying townships of land in the Upper Peninsula had been given by the Government, in 1848, to William Burt, a deputy United States surveyor. Young Brewer saw an opportunity of adding to his education when a chance presented itself of joining the surveying party as a chainman at a salary of \$20 a month. An accident disabling the compassman, the young chainman assumed the duties of his chief and, more, filled them capably. Possessed of a naturally absorbing mind, he quickly mastered the complex work. An interest on the part of his employer led to the suggestion that he take up the study of civil engineering.

In his new line he was an apt pupil, as he had been in school, and took up surveying as a profession, so that it was but a few years until he was a qualified surveyor himself. It was while he and his brother, J. A. Brewer, were carrying out a contract selecting lands for the Ste. Marie Ship Canal Company, from 1858 to 1863, that he saw the possibilities in the lumber industry. He had long estimated pine timber and knew its value as did few men of his age, and this knowledge took in a large part of the Saginaw Valley.

It was not a long step of progression that led him, in 1862, to engage in the lumber business with his brother and P. C. Killiam, an early friend. The trio put in logs on the Saginaw, which ultimately reached Saginaw Bay. Then the interests of the partners were purchased by Mr. Brewer and he became a member of the firm of Sage & McGraw, of Bay City, and operations were continued on the Tittabawassee River. He was associated with the late John McGraw when the latter performed the widely-heralded feat, in 1870, of

building at Portsmouth (now South Bay City) a mill with a capacity of 370,000 feet a day of eleven hours. Mr. Brewer bought a valuable tract of timber in Wisconsin in 1872, which he shortly afterward disposed of at a large advance.

Mr. Brewer kept extending his interests, and, in 1873, entered into partnership with the late John G. Owen, of Saginaw. The McLean sawmill was bought and operated for two years by them jointly, until the retirement of Mr. Owen. The plant later fell a prey to flames and a loss of \$85,000 was occasioned. In the latter years of his life Mr. Brewer took his sons and other relatives into various timber land propositions in Minnesota, Wisconsin, Oregon and the South. He was, at the time of his death, a member of the lumber firm of A. P. Brewer & Sons, of Saginaw, operating largely in the South, and also of Brewer-Knapp & Co., of Ashland, Wisconsin, and Portland, Oregon, the latter concern representing the Pacific Coast interests.

A man of broad mind, Mr. Brewer heartily lent his aid to every movement tending toward the advancement of Saginaw, where he had established his home in 1859. He not only opened his pursestrings when the occasion required, but also gave unstintingly of his time and advice, though declining to accept political office from a grateful people because of the attention needed by his own business. He was a large stockholder in the Bank of Saginaw and a member of its board of directors, also a member of the Saginaw Board of Trade. His wide experience in business and his intimate knowledge of the physical conditions of the surrounding country were valuable factors in determining questions of personal or public moment.

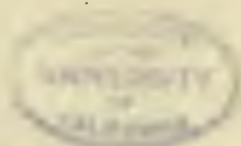
Mr. Brewer's life was not without its shadows, though it had much domestic sunshine. Three years before his death his eyesight became defective and the operations that were resorted to afforded but temporary relief. Then the frame that had been strong from early youth to old age showed signs of weakening, and over a vigorous, active man the infirmities of age gained a mastery.

A tinge of romance had come into his life, leading to his marriage to Miss Sarah Graves, a resident of Washington, Macomb County, Michigan, a pupil in the school he taught. As youth and maiden they had gone to the same rural institution and a warm attachment for each other had developed. In the winter of 1849-50, when Mr. Brewer essayed the role of teacher, he fell in love with the fair student. Their marriage followed on October 24, 1850, at Pontiac. Their wedded life of a half century and more was a particularly happy one and was blessed with six children—three boys and three girls—all of whom survive.

Possessed of an unusual kindliness, an even temperament and a personal magnetism that won all with whom he came in contact, Mr. Brewer's social intercourse with his fellows is a delightful memory to his friends. The same careful attention to the details of business marked the arrangement and disposition of his estate before death, and few men, perhaps, ever left their property in such excellent condition.

Besides the widow are surviving the six children: Mrs. Eva S. James, of Houghton, Michigan; Frank A. Brewer, of Duluth, Minnesota; Mrs. M. Edla Pearson, wife of E. H. Pearson, of Chicago, Illinois; Fred P. Brewer, of Phoenix, Arizona; Will A. Brewer, of Saginaw, Michigan, and Mrs. Cora B. Knapp, of Portland, Oregon.





Walter D. Young

A half century or more ago the lumber business was broad and inclusive. At that time the instances were infrequent in which specialties were built up. Within the broad divisions of manufacturer, wholesaler and woodworker there were seldom subdivisions of importance. With the development of the business, however, with the change in timber supplies in the older productive sections, and with the increase in the value of stumpage there have been gradually evolved special lines of business which have come to be industries of importance.

As the production of hardwoods is largely an industry by itself, so in that line have arisen subdivisions, among which is that devoted almost, or quite, exclusively to maple. The sawing of maple lumber and the manufacture of maple flooring command the attention of some of the ablest lumbermen of the day. In this class is Walter Dickson Young, of Bay City, Michigan. He has been a most distinguished exponent of the maple industry, in which he has been interested for many years. He started in the maple business when it was in its infancy, he has grown with it and has participated in all its vicissitudes. Until now, happily, he has seen the maple lumber and maple flooring trade of Michigan established on a sound basis of commercial strength and having a production aggregating more than \$5,000,000 last annually.

Walter Dickson Young was born in Albany, New York, September 23, 1871, but he has lived in Bay City, Michigan, for more than thirty years. His parents were George Young and Magdalena Ann McCormick. The early part of his education was acquired in his native city. He was about fifteen years old when he reached Bay City, and his first employment there was as a clerk in the Bay City Bank. For five years he



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As the production of hardwoods is largely an industry by itself, so in that line have arisen subdivisions, among which is that devoted almost, or quite, exclusively to maple. The sawing of maple lumber and the manufacture of maple flooring command the attention of some of the ablest lumbermen of the day. In this class is Walter Dickson Young, of Bay City, Michigan. He has been a most distinguished exponent of the maple industry, in which he has been interested for many years. He started in the maple business when it was in its infancy, he has grown with it and has participated in all its vicissitudes, until now, happily, he has seen the maple lumber and maple flooring trade of Michigan established on a sound basis of financial strength and having a production aggregating more than 250,000,000 feet annually.

Walter Dickson Young was born in Albany, New York, September 25, 1855, but he has lived in Bay City, Michigan, for more than thirty years. His parents were George Young and Magdalen Ann McCormick. The early part of his education was acquired in his native city. He was about fifteen years old when he reached Bay City, and his first employment there was as a clerk in the Bay City Bank. For five years he

remained with the bank and then entered the coal and ice trade as a member of the firm of Young Bros. In 1887 he became manager of the Michigan Log Towing Company, and directed the operations of the concern for about five years. During this time about 150,000,000 feet of logs were towed annually from Georgian Bay to Bay City. The business of this company was wound up when the Ontario government, in 1898, prohibited the export of logs cut from Crown lands and, instead, required their manufacture within the Dominion of Canada.

It was in 1892 that Mr. Young entered the lumber business proper, having organized the firm of W. D. Young & Co., to which he devotes his principal attention, although more or less actively interested in a number of other important enterprises. Mr. Young is the brain, bone and muscle of the house of W. D. Young & Co., and all that it stands for is due to his personality, ability and energy.

The Young method of production is dissimilar from that of any other manufacturer of hardwoods. The manufacturing operations are all concentrated. Mr. Young owns his own stumpage. This timber property is tributary to the Mackinaw division of the Michigan Central Railroad, between Gaylord, and Cheboygan, in that particular section of Michigan where maple grows in its highest perfection and where logging operations are carried on every day throughout the year. The timber supply is estimated to be sufficient for ten years. The logs as fast as cut are transported daily to Bay City on special log trains and there converted into lumber. The output is more than 75,000 feet a day and is practically equivalent in expenditure of money and labor to an output of fully twice this amount in white pine.

The flooring plant at Bay City is a single-story factory and is of a distinctly modern type. Adjoining the factory is a model band sawmill in which a large portion of the maple logs is reduced to lumber. The maple lumber produced at the Young plant is sawed in the most workmanlike manner and

approximates perfection in manufacture. Three yards are used and a stock of about 20,000,000 feet is carried. Mr. Young is a thorough going business man and as such recognizes the value of competent assistants, and the various departments are under the supervision of men trained in the industry. The manufactured products of the firm are distributed to all parts of the United States and to several foreign countries. In 1898 fire destroyed the flooring factory, but it was promptly replaced by one of greater capacity and of the most modern type.

In 1902 Mr. Young built, in connection with the sawmill and flooring factory, a chemical plant for the purpose of manufacturing wood alcohol, acetate of lime and charcoal from the refuse of the mill and factory. This plant has been operated successfully and constitutes no small part of his general interests.

Mr. Young was a factor in the establishment of the organization known as the Maple Flooring Manufacturers' Association of the United States, which has been a power for good in the maple flooring industry since the time of its inception in 1897. The initial association was found later to fall short of the requirements of the situation and a reorganization was made on a more practical and effective basis, and through the active, personal effort of Mr. Young, ably seconded by a few of his fellow manufacturers, much has been accomplished in the way of harmonizing trade customs and of developing from the former chaotic conditions a systematized industry. Rules of inspection and measurement were adopted and uniform gauges and terms of sale were put into effect. Mr. Young served two terms as president of the association, his reelection being the strongest recognition his fellow members could give of the faithfulness and ability with which he presided over the destinies of the organization.

Mr. Young married Miss Florence Ella Blanchett, of Detroit, Michigan, January 8, 1878. She died in May, 1887. Of this union a daughter survives—Fanny May, the wife of Dr. William L. Bishop, of Salt Lake City, Utah. Mr. Young

married again on February 27, 1890, the bride being Miss Elizabeth Ambrose, of Chicago, Illinois. Three children have been born to the couple—Walter Dickson, Junior, Florence Ambrose and Francis Little. The family occupies a handsome colonial house, "Bide-a-Wee," built by Mr. Young in 1904.

Among the enterprises with which Mr. Young is identified are the Gray Transportation Company, of Cleveland, Ohio, and the Kensington Transportation Company, of Bay City. He is a stockholder in the Bay City Bank, the Young Bros. Building Company, the Washington Theater, the Bay City Brewing Company and the Colonial Trust and Savings Bank, of Chicago. He is interested as a stockholder and director in the German-American Sugar Company, which is the largest producer of beet sugar in the country, besides which he has other material interests of greater or less magnitude. In 1904-5 he was president of the Bay City Board of Trade.

Mr. Young is essentially progressive. He is an indomitable worker and a business getter, and a man of great personal popularity. In temperament and physique, in his enthusiastic enjoyment of life and work he is younger than he looks. While a thorough and conservative business man he is of a jovial and optimistic disposition. He is able to see the brighter side of any proposition and is, therefore, more likely to laugh at his own misfortunes than to lament them. He has risen superior to every adverse circumstance and has compelled the smiles of fortune. These qualities are shown within his home and among his friends and have done much to lighten the burdens of life and smooth the roughnesses from its pathway.





Lewis Cass Slade

Nearly all the Saginaw Valley pioneers in the lumber industry have been gathered to their fathers, but in their footsteps has come a new generation of young, energetic men who are filling well the places in the business world which their efforts have carved out for them. They are every whit as self-made as their predecessors and equally owe whatever measure of success they have achieved to their individual efforts. It is men of this type who have made this country what it is today; and of this army is Lewis Cass Slade, of Saginaw, Michigan.

Mr. Slade comes from old colonial stock, one of his ancestors, William Slade, having migrated from England to Windsor, Connecticut, early in the Seventeenth Century. His grandfather, Samuel Slade, was a soldier in the Revolutionary War and served his country with distinction. Lewis Cass, from whom Mr. Slade derives his Christian name, was an historic figure in the early history of Michigan and of the United States, and it was in Saginaw, in June, 1802, that he made a treaty with the Chippewa tribe of Indians by which a large portion of the territory in the Saginaw Valley became the property of the Government. Horace T. Slade, father of Lewis C. Slade, moved his family from Alstead, New Hampshire, to the then far West, to Detroit, Michigan, in 1853. It was in Detroit that the son was born, January 5, 1854. The following year the family moved to Grand Rapids, Michigan, and from there to Saginaw in 1869.

The lumber industry of the Saginaw Valley was in the zenith of its history when Lewis Cass Slade was a boy, and the river was dotted with saw and shingle mills. After attending the public schools for two years, he found employment in a grocery store and for three years worked as clerk and man-



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senger. Financially, he had little or no means at his command, but he had the determination to make a place for himself in the business community. He abruptly left the grocery and started in by tallying lumber on the docks for a time. On April 1, 1875, he began to work in the mill yard of the late Jesse Hoyt, with whom he was engaged for many years.

At the outset the position was a subordinate one and the salary moderate, but, through his earnest endeavor to do the best that was in his power for his employer, he became recognized by those in charge of Mr. Hoyt's business and worked his way up until he became the leading man in the conduct of the practical part of Mr. Hoyt's lumber yard.

In 1884 Mr. Slade determined to go into business on his own account, and, with Charles J. Stephens, formed a partnership, the firm being known as Stephens & Slade. An office was opened in Saginaw and the firm bought and sold lumber in car lots. Two years later Mr. Slade acquired the interest of his partner and started a lumber sorting yard in Saginaw. Naturally, his business dealings at that time were not extensive and the volume of trade not large; but, owing to his familiarity with the business and his experience in handling pine boards, a continuous growth has been witnessed each year. His yard is located on the tracks of the Pere Marquette, Michigan Central and Grand Trunk systems, affording convenient shipping facilities, while the Saginaw River is but two blocks from his yard.

In the earlier years of Mr. Slade's business career the lumber handled from his yard came from local Saginaw manufacturers, but with the depletion of pine in lower Michigan it became necessary for him to look elsewhere for stock. He has bought millions of feet of lumber from Canada and from the mills along the Michigan Central and Pere Marquette railroads, also from Lake Huron and Lake Superior points. Gradually the business has attained proportions of magnitude, and for many years from 15,000,000 to 20,000,000 feet yearly has been distributed from the yards by rail.

Mr. Slade's career shows the value of a good name in the results that have been attained. When he started in business he was given all the credit he asked, for Saginaw manufacturers knew that when Mr. Slade promised to do a thing he would keep his word. Carrying this principle into his business, Mr. Slade built up a successful trade, largely in the eastern states. Since the business was established—November 1, 1884—headquarters have been maintained in the one place. Though other Saginaw concerns have found it necessary to install planing mills or factories, Mr. Slade has made a success without these adjuncts and always has stuck to the one thing—buying, sorting, and shipping to the carload trade, rough or dressed lumber.

As a member of the Saginaw Lumber Dealers' Association, Mr. Slade has been an active worker in association matters. He was the first secretary of the association, which office he held for many years, and afterward was president, filling both positions with great satisfaction to the lumbermen of Saginaw. He is a member of the National Wholesale Lumber Dealers' Association, which has a membership of five hundred representative firms located in twenty different states, with headquarters at 66 Broadway, New York City. Mr. Slade is a charter member and one of the representative men in this organization. After serving as first vice president of the association for two years, he was, on March 4, 1904, honored with election as president of the association, a position which he filled with credit to himself, to the Saginaw Valley, which he represented, and to the national body.

For several years Mr. Slade represented his ward in the Common Council of Saginaw and he is a member of the Saginaw Board of Trade, which includes the leading business men of Saginaw and has carried on its roll of membership during the last thirty years the names of nearly every citizen of prominence in business and professional life. In this organization for two years he filled efficiently the office of president. He was for many years a member of the Michigan

National Guard and was a charter member of the old East Saginaw Rifles, now one of the companies of the Third Regiment, M. N. G., and served on the staff of the commanding officer of this regiment. In 1896 he was appointed by the Governor of the State a member of a committee to represent Michigan at the Tennessee Centennial Exposition, held in 1897.

Socially, Mr. Slade stands high in the community in which he lives. He is a hospitable entertainer, and his fine residence on one of the leading thoroughfares in the city is a popular resort for people who believe in the interchange of social amenities. He is popular at his club also, and is a moving spirit in every effort to advance the cause of philanthropy and education in the community. In June, 1885, he was united in marriage to Miss Joanna Roberts, of Detroit. Their home life is blessed with one child, a daughter, Grace Roberts Slade, born October 15, 1897.

Mr. Slade is a member of St. Bernard Commandery No. 16, Knights Templar, and is in close touch with the most progressive citizenship of the Saginaw Valley. He is a man of attractive appearance and strong personality. He believes in everything that is calculated to make men and women better, and in his own business he is painstaking, and as careful of the rights of others as of his own. It is these traits that have enabled him to reach a most desirable position in the business world, in society and in the varied relationships of a useful and well rounded life.





Walter N. Kelley

It was the courage to attempt what others had thought impossible, and the soundness of judgment which directed that courage, that placed Walter Nathaniel Kelley, of Traverse City, Michigan, among the men who have made their mark in the lumber industry of the North. What he has brought out from the mine of fortune has been acquired entirely by his own efforts, backed by a will of iron, a mind of force and a physical frame that knows no tiring. He is one who does not figure the cost of failure, but calculates on success only, and his optimism aids him in carrying on his life work, and in planning and achieving big things.

In the atmosphere of farm life there must be food for character, for a large percentage of the men of affairs of today spent their youth in the country. Mr. Kelley was a farmer lad, the son of William and Julia Kelley. He was born May 4, 1866, at Maybee, Monroe County, Michigan. He knew what work was from the time he was strong enough to "do the chores" about the farm until he reached the age of fifteen. Then he determined to strike out for himself, to do things and to win things.

He quit the home ties and became dependent upon his own resources entirely, his first encounter with the outside world being as a telegraph operator on the Wabash Railroad at Alton, Wabash County, Michigan. For five years he continued this occupation, but the work was not possessing enough to satisfy his ardor, and he secured a position as bookkeeper with E. A. Dury & Co., at Eagle, Grand Traverse County, Michigan, a small town some miles from Traverse City, whose limited population growth in doing some the small business carried on by that company.

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He cut the home ties and became dependent upon his own resources entirely, his first encounter with the outside world being as a telegraph operator on the Wabash Railroad at Whittaker, Washtenaw County, Michigan. For five years he followed this occupation, but the work was not promising enough to satisfy his ambition, and he secured a position as bookkeeper with J. A. Doty & Co., at Slights, Grand Traverse County, Michigan, a small town nine miles from Traverse City, whose limited population gained its living from the saw-mill business carried on by that company.

Hardwoods and hemlock were manufactured by the com-

pany, and it burned charcoal also. The young bookkeeper kept his accounts well, but he managed to find time to acquaint himself with the details of the sawmill business. It was not long until he realized the possibilities offered by the industry, and he made up his mind to secure for himself an interest in the business. At the end of three months he negotiated a loan of \$1,200, with which he bought out one of the partners operating the plant. This marked his first display of aggressiveness and determination. Twelve months witnessed the sale of the interest of the second partner in the business to Mr. Kelley, and with the passing of another year Mr. Doty's share passed into the hands of the one time employee. So at the age of twenty-three the farmer lad was the sole owner of a sawmill, and was well on the road to success. C. T. Covell, of Whitehall, Michigan, was, in 1892, taken in as a partner in the Slights concern. In the six years that followed, before the timber holdings were cut out, the two partners had a varied experience.

An important event in the evolution of Mr. Kelley's career was the formation, in 1898, of the Kelley Shingle Company, at Traverse City. Associated with him in this enterprise were W. L. Dewitt, W. P. Crotser and G. R. Becker, all of whom are still interested in the business.

A reorganization of the company took place in 1902, when the title was changed to the Kelley Lumber & Shingle Company. Until this time the company had devoted itself to the wholesaling of lumber and shingles, but the new organization essayed a wider scope in its enterprises. Standing timber and logs were purchased and a mill was erected at the mouth of Mitchell Creek, a small stream on the East Arm of Grand Traverse Bay and about three miles from Traverse City. Each succeeding year has seen the business of the company prospering to a greater degree. In 1903 the company carried on a business amounting in value to more than \$1,000,000, handling 51,500,000 feet of lumber, 26,000,000 shingles, 10,000,000 lath and 150,000 cedar posts. The supply of logs reaches the

mill by both rail and water, a large portion being towed to the company's docks from various points on Grand Traverse Bay. Besides hemlock, hardwoods and shingles the company turns out a considerable amount of white maple.

A departure from the beaten path was made by Mr. Kelley when he purchased stumpage in Michigan that had long been regarded by lumbermen as next to worthless. He was convinced that the lands he secured were of value, and he led his partners to accept his arguments. It was no snap judgment of youth that led him to seek the acres that had once been cut over, for he investigated carefully their timber resources before making a decision. Time has shown that his deductions were correct and that the confidence of his partners was justified.

Mr. Kelley's interests extend beyond the Kelley Lumber & Shingle Company. He is interested in several other lumber enterprises where his is the dominating spirit. He is president of the South Side Lumber Company, at Traverse City, which concern operates a planing mill and box factory and also does a retail yard business. The yard and mills are models of completeness, and a business approximating \$75,000 a year is done. Still another concern of which Mr. Kelley is president is the East Side Lumber Company, of Toledo, Ohio, a corporation doing an annual business of about \$125,000.

In addition to these interests Mr. Kelley is at the head of the Parr Lumber Company, of St. Johns, Michigan, which does a business of \$35,000 a year; he is interested in the retail yard of the Campbell Lumber Company, Hillsdale, Michigan, the business of which aggregates \$50,000 annually, and in the Detroit Box Company, of Detroit.

To look after these diversified interests requires a man of activity, but Mr. Kelley is equal to the task. He not only directs the operation of the mill on Mitchell Creek, but of another mill of the Kelley Lumber & Shingle Company, in Montmorency County, Michigan, where much stumpage is held. He is a tireless worker and keeps the details of the several concerns well in hand.

The other officers of the Kelley Lumber & Shingle Company—all of whom are Mr. Kelley's old associates—are W. L. Dewitt, vice president; W. P. Crotser, secretary; G. R. Becker, treasurer.

Mr. Kelley married in 1884 Miss Nellie Van Liew, a resident of Whittaker, Michigan. Their family comprises one boy and four girls—Eunice L., Frank, Julia, Lucy and Helen. The son is a student at the Howe Military School, at Lima, Indiana. The family home in Traverse City is one of the handsomest residences in that beautiful municipality. Mr. Kelley takes great pride in his home, and its finish is a revelation of the beauties possible by a combination of Michigan hardwoods.

Mr. Kelley is a thirty-second degree Mason and a Shriner, an Elk, and in 1905 was the Hoo-Hoo vicegerent snark for the western district of Michigan.

There is still somewhat of the youth in the thought and action of Mr. Kelley, which it can be truthfully said is a characteristic of the man. He is not an old man in years and he is still younger in the originality and fertility of his ideas. Yet he has followed closely the line mapped out for himself early in life.





Robert K. Mann

Energy well directed has been the means of individual success in many lines, but misdirected it has brought nothing but ruin. It is a power for good or evil, just as the electric bolt from the sky carries energy that destroys while the electric cable transmits energy that turns the wheels of commerce. A man talented solely with energy would be as useless and destructive as the bolt from the clouds; it is only when this force is controlled and guided by sound judgment that the results are of value. Robert Kennedy Mann, of Muskegon, Michigan, has the guided and controlled force which stamps him as a type of fine American manhood demonstrated in the conduct of a great lumber industry.

Robert K. Mann was born November 12, 1857, in Bucks County, Pennsylvania, near Philadelphia. The residence of his parents, however, was at Elkhart, Indiana, where his father was engaged in the produce business. His mother was Mary W. Pickering, a daughter of William Pickering, a Bucks County farmer, and it was while Mrs. Mann was on a visit to the old homestead that Robert K. Mann and his twin brother, William Hart Mann, were born. The mother of the two boys died at their birth and the children lived on the farm of their grandparents until they were five years old.

The father of the boys married a second time in January, 1860, the bride being Harriet L. Leach, of Erie, Pennsylvania, and a home was established at Elkhart. There the children were reared and Mrs. Mann proved an ideal mother to them. Robert remained at the home until he was sixteen years of age, receiving an education in the public schools. During the second year of his high school course, in February, 1874, he went to Muskegon, Michigan, where he began his business career.



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His home was made with a cousin, A. V. Mann, and his earliest employment was as tallyman for A. V. Mann & Co. Afterward he became collection clerk for the National Lumberman's Bank and worked his way up to be bookkeeper. Apparently he was going to follow finance as a calling, for he remained with the bank seven years, but eventually he gave up the position to return to A. V. Mann & Co. as a bookkeeper. Though this was his nominal title the young man not only had charge of the office work but a general supervision of the mill, which was then cutting at the rate of 23,000,000 feet of pine lumber and lath a year.

Following the sale of the mill, in 1890, Mr. Mann organized the firm of R. K. & W. H. Mann, the latter being a second cousin of R. K. Mann and a son of A. V. Mann. The firm was a wholesale shipper of lumber, offices being established at Muskegon and Muskegon lumber being dealt in exclusively. During the first year 6,000,000 feet of lumber was handled, and 12,000,000 feet during the second year of the firm's business. In the spring of 1893 Paul S. Moon, eldest son of John W. Moon, came into the firm as an equal partner with R. K. & W. H. Mann, the firm name being changed to Mann, Moon & Co. The business was continued on a highly successful basis for six years.

A venture with which Mr. Mann later became identified was the Muskegon Lumber Company, which was organized in 1888 when A. V. Mann & Co. were getting ready to retire from operations in Muskegon. He was chosen to open and maintain headquarters for the company at Little Rock, Arkansas, and spent most of his time there from 1896 to 1898, though he still was active in directing the affairs of Mann, Moon & Co. One of the important deals consummated by him was a contract entered into by the Muskegon Lumber Company, of which Mr. Mann was secretary and treasurer, to deliver to Mann, Moon & Co. 40,000 acres of southern timber lands.

What comprises Mr. Mann's successful business of today was instituted in the latter part of 1899 at Muskegon. He be-

gan as an individual operator in a comparatively small way, but the enterprise has grown to large proportions. December 31, of the year named, he leased the T. D. Stimson office and sawmill site, then owned by W. H. Dewees, which gave him seven acres of ground, 600 feet of lake frontage and 1,000 feet of track frontage. Mr. Mann bought, on January 17, 1900, the business and stock of lumber of Mann, Moon & Co., continuing the business under the style of R. K. Mann & Co. A change in the name to Mann, Watson & Co. took place April 15, 1901, after a half interest was sold to W. G. Watson, a veteran Muskegon manufacturer. The W. G. Watson & Co. property was bought by the firm and a west side yard opened up on the site of the old planing mill, though the retail business already was in active operation on the Stimson premises.

For a long time Mr. Mann had considered the plan of running a retail yard in conjunction with wholesaling, as he wanted to gain the valuable experience of dealing direct with the consuming trade and learning the diversified uses of lumber, a knowledge that would add to the wholesale business. The first yard was established in January, 1900, and marked the inauguration of a feature that has steadily grown. Mr. Mann added to the retail end of the business a yard at Trufant, Michigan, in 1902, under the name of William Hilton & Co. In November, 1902, a yard was put in at Battle Creek, Michigan. In January, 1903, the Kalamazoo Lumber Company was established at Kalamazoo, Michigan; the Bangor Lumber Company, at Bangor, Michigan, and R. J. Shaffer & Co., at Conklin, Michigan. The yard at Greenville, Michigan, was added in October, 1903, and in February, 1904, the Pullman Lumber Company, at Pullman, Michigan. A change in the personnel of Mann, Watson & Co. occurred in March, 1902, when Frank H. Smith, of Muskegon, was added to the partnership.

The ability to adapt his affairs to meet and take advantage of changing conditions has had much to do with Mr. Mann's

progress and given the touch of success to all the undertakings with which he has been identified. He is as far seeing as he is energetic, and no better demonstration of these qualities was ever given than in the policy pursued by him when it became apparent that Muskegon must become a receiving rather than a shipping point for lumber. In the '80's the mills of Muskegon manufactured more lumber than did those of any other city in the world, but in the next fifteen years came a natural decline in production with the growing scarcity of timber. Many of the lumbermen forsook the city to go farther north, where the supply was greater, but Mr. Mann determined to remain in the old location. So when, in 1899, he began to receive instead of to dispatch lumber he was greeted with derisive smiles from the older lumbermen.

But Mr. Mann had reasoned that the Muskegon district always would be a large consumer of lumber, and his reasoning has been justified by the volume of business which the firm of Mann, Watson & Co. has done in recent years. In 1900 Mr. Mann handled 16,000,000 feet of lumber; in 1901 his concern disposed of 20,000,000 feet; in 1902 the total sales amounted to 24,000,000 feet; in 1903 it sold 40,000,000 feet, and this volume grew in 1904 to 50,000,000 feet of lumber.

Mr. Mann is a member of Court 899, Independent Order of Foresters, and also of the Concatenated Order of Hoo-Hoo. He married Miss Lou Rice, of Muskegon, Michigan, May 10, 1892, and the happy couple have two children—Louis and Roberta.





Matthew B. Farrin

One may win fame and fortune, but if he has not attained to all that his capabilities and opportunities have placed within his reach he has, nevertheless, been somewhat of a failure. If he has not utilized every legitimate means within his reach he has not attained to the full measure of success. The lumberman who has grasped and developed to the utmost every opportunity within his sphere, and has been content with the things at hand only when greater things were impossible, is the one who may truly be called successful. Of such progressive and aggressive character is M. B. Farrin, of Cincinnati, Ohio.

Matthew Brown Farrin was born in Cincinnati, July 14, 1851. He attended the public schools in Cincinnati until he was twelve years of age, and afterward a private academy, and then a reformatory college at Dayton, Ohio. Ending his educational career at the age of eighteen, he became a bookkeeper for John K. Green & Co., of which firm his father was a member. This concern had been in the lumber business for many years, doing a large trade, and the young man got an excellent "hand-on" training in the industry.

When these years' service with this firm, Mr. Farrin was compelled to give up office work on account of ill health and nervous prostration, and only to pursue at health, but in order to keep in touch with the manufacturing end of the lumber business, he made considerable search for obtained employment with the Lumber Company, of Cedar Springs, though, as the company was not in the position and he had to board there. He was, however, allowed that an apprenticeship of three years was offered to him, and he could thoroughly master the business of the company in three months, and then he would be a full member of the company.



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Matthew B. Farrin

One may win fame and fortune, but if he has not attained to all that his capabilities and opportunities have placed within his reach he has, nevertheless, been somewhat of a failure. If he has not utilized every legitimate means within his reach he has not attained to the full measure of success. The lumberman who has grasped and developed to the utmost every opportunity within his sphere, and has been content with the things at hand only when greater things were impossible, is the one who may truly be called successful. Of such progressive and aggressive character is M. B. Farrin, of Cincinnati, Ohio.

Matthew Brown Farrin was born in Cincinnati, July 14, 1851. He attended the public schools in Cincinnati until he was twelve years of age, and afterward a private academy, and then a military college at Dayton, Ohio. Ending his educational career at the age of eighteen, he became a bookkeeper for John K. Green & Co., of which firm his father was a member. This concern had been in the lumber business for many years, doing a large trade, and the young man got an excellent fundamental training in the industry.

After three years' service with this firm, Mr. Farrin was compelled to give up office work on account of ill health and went to Michigan, not only in pursuit of health, but in order to obtain a knowledge of the manufacturing end of the lumber business. After considerable search he obtained employment with James Slemmons, of Cedar Springs, though no salary was attached to the position and he had to board himself. Although informed that an apprenticeship of three years was necessary, he felt confident that he could thoroughly master the science of inspecting white pine in three months, and in less than three weeks Mr. Farrin had mastered it to such an

extent that he obtained employment as a first-class lumber inspector, and held the job. In his three years' residence in Michigan he owned and operated mills at Hobart and South Boardman, which plants were sold after all the white pine timber available had been cut.

Mr. Farrin then moved back to Cincinnati where he engaged in the lumber brokerage business. He became interested in manufacturing only by having acquired a box factory through the failure of one of his customers, which necessitated his taking over the mill to cover an indebtedness. He soon discovered there was but little money in the box business in Cincinnati at that time, so he rebuilt the mill, converting it into a planing mill, and engaged in the manufacture of poplar siding, as well as other forms of dressed poplar. He believed the white pine supply was rapidly diminishing and that poplar was a most excellent and likely substitute for it, and that with the proper effort, a good business could be built up along that line. How near right that opinion proved to be is evidenced by the fact that in 1898 his firm reached the large output of 40,000,000 feet per annum of poplar alone, and has never been below that amount since, but has continued to grow.

In 1899 Mr. Farrin became convinced that, in order to insure the continued growth of his business, it would be necessary to enlarge the scope of his operations by adding hardwoods, especially oak. He had placed traveling lumber inspectors and buyers in the South to buy and ship poplar, and, as hardwoods could be obtained from the same mills the same force of inspectors could secure both, with much economy; further, the hardwoods could be sold by the firm's poplar salesmen who were traveling in the North and East.

The manufacture of oak flooring, now one of the largest and most important departments of the business, was thus started. Dry kilns holding over 800,000 feet of lumber were constructed, a warehouse with a storage capacity of 3,000,000 feet of flooring was built and the manufacture begun in earnest. Plans have been made for a mill of steel and concrete

construction, about 172x295 feet, to be separate and apart from the poplar planing mills and to be used for the manufacture of oak flooring exclusively. An addition of 400 feet to the length of the oak flooring warehouse is to be built, making this building 1,000 feet long, with a storage capacity of over 5,000,000 feet.

In 1895 seven acres of ground was purchased at Winton Place, a suburb of Cincinnati, mills and other buildings were built and the plant was moved to that point. Additional ground has since been purchased, until the plant now comprises about twenty-three acres in all. The business was incorporated January 1, 1901, as The M. B. Farrin Lumber Company, of which M. B. Farrin is president; William B. Hay, vice president and treasurer, and William J. Eckman, secretary, the two latter being employees, as are several stockholders.

Mr. Farrin has not only been operating in Cincinnati, but for the last twelve years has been a manufacturer of poplar from the log, through the Southern Lumber Company, of Valleyview, Kentucky, which plant is owned by Mr. Farrin. This mill has a sawing capacity of about 100,000 feet a day, has four miles of booms along the Kentucky River, is equipped with an electric light plant, and is a thoroughly up-to-date plant in every particular.

Another interest of Mr. Farrin's is The Farrin-Korn Lumber Company, of which he is president, and C. F. Korn, his son-in-law, active manager. This company has extensive planing mills and deals largely in gum, cypress and cottonwood.

Mr. Farrin is president of a savings bank and a director of one of the national banks, although by no means preferring the banking to the lumber business. In Cincinnati commercial organizations and various civic enterprises Mr. Farrin is prominent. He is a member of the Queen City Club, the Business Men's Club, and others, and a high-degree Mason. While his life has been a busy one, he has found time to devote to things spiritual, having always taken an interest in church work and is an active member of the Presbyterian Church.

While fond of outdoor sports and amusements, his first thoughts are of his home and family, which he includes in some manner in all his forms of recreation. He has never taken an active interest in politics and has declined a nomination for mayor tendered him by both parties in the beautiful town of Wyoming, a suburb of Cincinnati, where he lives.

He was the first president of the Lumbermen's Club of Cincinnati, is president of the Manufacturers' Club, and a director in several other commercial bodies.

Mr. Farrin married Miss Dora Lockman, of Cincinnati, October 8, 1874, and has six daughters: Mrs. Edna F. Korn, Mrs. Ella N. Pfister, Mrs. Mary F. Reno, and Harriett, Florence and "Dickie" Farrin.





Alfred G. Hauenstein

In progressive America business men are regarded with the same respect as are those who follow a professional calling. The study and devotion a successful man gives to the conduct of his business affairs is as great as the fidelity to work exhibited by the man who follows a professional career. Years ago was swept away the notion, prevailing for a century or more, that going into trade or business was belittling to one who wished to maintain a family name, and commercial affairs have been given the dignity they deserve. Among those who have commanded respect in the lumber industry of the country is A. G. Hauenstein, of Buffalo, New York.

Alfred Gustavus Hauenstein is the son of Dr. J. Hauenstein, who is still living and who, as a physician, had a large practice and wide influence. The son was born in Buffalo March 5, 1848. Though the father had made a success in his calling and amassed a fortune, he did not cherish the idea of his son following in his footsteps when the most sure for the scholar of a condition. He wished that son had completed his schooling in his native city, a European course was recommended upon his return. He went to Switzerland, Germany where he engaged in the lumber trade in various countries, attaining a fair degree of success.

Returning to America Buffalo and he among his relatives and friends commenced the business, as, winding up the business in Switzerland, he had his removal to Buffalo, where he embarked in the lumber trade. His first connection in this line was with the old firm of Hurd Bros., and in a year or so he secured an interest in the firm and the partnership was styled Hurd & Hauenstein. The conditions of supply were decidedly different in those days from those now. All the stock then needed, at least so far as white pine was concerned,



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A longing to return to Buffalo and be among his relatives and friends possessed Mr. Hauenstein, so, winding up the business in Milwaukee, in 1876 he removed to Buffalo, where he embarked in the lumber trade. His first connection in this line was with the old firm of Hurd Bros., and in a year or so he secured an interest in the firm and the partnership was styled Hurd & Hauenstein. The conditions of supply were decidedly different in those days from those now. All the stock then needed, at least so far as white pine was concerned,

could be obtained in the Bay City and Saginaw districts. Stock came down the lakes in about three grades and it went into pile or to the customer as simply uppers, picks (now called selects), common and culls. Mr. Hauenstein, like all other white pine lumbermen, has been engaged since then in keeping up with the fast growing complexity of lumber inspection and has witnessed the division of white pine into a half hundred grades.

Hurd & Hauenstein, as a firm, continued in business for several years until the death of the older partner, C. A. Hurd; and later H. D. Hurd was compelled to withdraw from active participation on account of illness. Other members of the same family later on, after the formation of the firm of Hurd & Hauenstein, again took up the firm name of Hurd Bros., which still exists, but which has no connection with the firm that Mr. Hauenstein now heads. In May, 1905, Mr. Hauenstein became sole proprietor of the business wherein he started as an employee.

Originally, Mr. Hauenstein took the financial side of the business as his special part of it, but kept in touch with the other branches enough to enable him to carry it all on when it might become necessary to do so; and now he finds that his knowledge, gained by thirty years of experience, is his great stock in trade, whether at the desk, in the yard, or studying the supply situation in the West. He is aware that the many changes in the business during his memory are to continue, and perhaps to be greater in the next few years, because of the growing scarcity of white pine and the difficulty of securing that variety of stock to meet the demands of the consuming trade. In the earlier days it was possible to buy white pine of any grade in any quantity, but now in order to secure certain stock other stock than that for which there is an immediate call must be bought.

The old firm of Hurd Bros. did business at Michigan and Elk streets and sold white pine principally, though considerable hemlock from the North was handled also. Later on

property was bought on Ganson Street, on the lake side of the Buffalo River, where the firm prospered and added steadily to its business until the present site at the Tifft farm was taken, twenty years ago. At this point a large yard was opened at the water side, a planing mill was built and the firm was soon adding to its handling, both in variety of woods and in quantity. The mill, in addition to the general surfacing done by all city planing mills, furnished the supply of flooring, ceiling, siding and finish. The general office of the firm is located in the business center of the city, several miles from the yard, but the telephone permits of an uninterrupted communication between the office and mill.

White pine always has been the leading lumber handled, but year after year other woods have been added to meet the exigencies of the trade. For a time this increase of latitude was, in the main, to widen the scope of the business; but of late it has been to enable the firm to get into touch with a trade that best would take the place of white pine when the supply of that wood should give out. Norway pine, and especially timber, was made a specialty in the yard, but of late years stocks have been small and it has been necessary to put in other sorts of heavy stuff, beginning with longleaf yellow pine. To the yard now come Washington fir, mostly in heavy cuts to meet the demand for bill stuff, and redwood, in regular lengths as well as in shingles. Mr. Hauenstein has closely studied the situation to find a substitute for white and norway pine suitable for all requirements.

Hurd & Hauenstein several years ago built the lake steamer *Wotan*, which was used in carrying stock from the mills along the Great Lakes to Buffalo to be piled ready for distribution. The vessel was built particularly for the lumber carrying trade, being broad enough of beam to receive ordinary lumber in more than one length crosswise. Of late years the lake lumber fleet grew too large for the traffic, with the natural result that freights dropped to so low a point that it was again cheaper to charter vessels than to own them, and the *Wotan*, accord-

ingly, was sold. Mr. Hauenstein does not claim for the lake lumber business the ease of management for which it was noted until a dozen years ago. It was then still possible to buy what was most needed and to turn stocks over, occasionally two or three times in a season, but the buying of white pine is fast becoming as much of a problem as that of hardwood lumber. The stocks carried by the wholesaler of today are not usually so large as they used to be, the study being to carry a good assortment and not to pile up much that cannot soon be moved, unless it is bought to get something else that must be secured to fill an order.

Mr. Hauenstein wedded Miss Minnie Ferris, of Buffalo, in October, 1883. A handsome home in Buffalo is occupied and the family moves in the highest social circles of the city.

For many years Mr. Hauenstein has taken an interest in the political affairs of the city and of the State, but he is utterly without political aspirations, though, had he asked, he might have had a place of honor in the public records. He has preferred, however, to give his entire time to business, and his success there has repaid the steady effort he has made to establish and maintain an irreproachable record.





Fenwick L. Peck

Ambition alone will not carry a man beyond the line of mere mediocrity. It must needs have basis for realization in the force of ability and courage. Without the physical and mental equipment to shape the course of life's affairs and the courage to combat circumstances, ambition would be no less than failure. **Farmick Lyman Peck**, of Scranton, Pennsylvania, has those qualities, which have placed his name high upon the roll of successful men of the Keystone State.

working in the leather industry at an early age at the saw-mill of his father, Mr. Fink's advancement has been rapid and enriched with activity and perseverance. Only just beyond the meridian of life, he is at the head of the United States Leather Company, conducting immense operations in Mississippi, Pennsylvania and West Virginia which stands as his greatest triumph in the business he has followed so successfully.

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Starting in the lumber industry at an early age at the sawmill of his father, Mr. Peck's advancement has been rapid and marked with activity and persistency. Only just beyond the meridian of life, he is at the head of the United States Lumber Company, conducting immense operations in Mississippi, Pennsylvania and West Virginia which stands as his greatest triumphs in the business he has followed so successfully.

J. W. Peck, the father of F. L. Peck, was of New England stock, strong in impulse and determined in mind. These qualities were inherited by the son, who was born September 18, 1854, near Scranton, Pennsylvania, where he continues to make his home. His primary education was obtained in the schools of Peckville, and later higher branches of learning were studied in the famous Wyoming Seminary, at Kingston, Pennsylvania.

When Mr. Peck came to manhood his father started sawmill operations near Dunning, now called Elmhurst, Pennsylvania, the son being taken into partnership, under the firm name of J. W. Peck & Son. He did not seek to escape the hard work that was imposed upon him, as many other young men might have done, but accepted the confining duties and the isolation from friends and society as an opportunity to devote himself to the task of learning the sawmill business. Log-

ging methods in those days were not of the improved type and even after the lumber was manufactured it had to be hauled by team two miles to the railroad for shipment. The junior member of the firm spent the days in the woods and about the mills and attended to the accounts and correspondence in the evenings. These operations were carried on from 1876 to 1880, in which last named year the Dunning tract was sawed out.

The four years put in by young Peck at the mill brought him a valuable experience and he was more sanguine of success when another venture of the same character was entered into at Springbrook, a short distance from Dunning. In the five years this mill was run he applied himself even closer than before, observing and studying, and acquired a knowledge of the lumber business from the stump to the retail yard.

A year or more passed after the close of the Springbrook operations before Mr. Peck saw a favorable opportunity to engage actively in the business again. Then he learned of a tract of hemlock for sale on the watershed of the Allegheny River, near the county seat of Potter County, Pennsylvania. After investigating the proposition and finding it of merit he interested several men of wealth in Scranton in the tract, and as a result the Lackawanna Lumber Company was organized in the summer of 1887, with a capital of \$200,000. The senior Mr. Peck was made president and the younger man, in whose ability was placed the utmost confidence by his associates, became superintendent. It was an opportunity for Mr. Peck to demonstrate the business acumen cultivated earlier in his career. A mill was built at Mina, and to the new town that sprang up around it he moved his home from Scranton.

For some time but one circular mill was employed by the company, the logs being brought in by railroad. Later two other mills on the Allegheny River were acquired and stock supplied by rafting. The capital stock of the company was increased in 1892 to \$750,000, the additional capital being used in the purchase of timber lands and the erection of a new

mill on Kettle Creek, the latter a tributary of the Susquehanna River. With another mill in operation, the annual capacity of 40,000,000 feet was increased to 100,000,000 feet of lumber. When the financial and commercial depression of 1893 created a panic in every line of industry, it sorely tried all the courage and executive ability of Mr. Peck to continue operations on a successful basis and earn dividends for the stockholders. But, as the outcome proved, he was equal to the situation.

Three years later Mr. Peck's attention was drawn to the possibilities of the yellow pine belt of Mississippi and he was induced to take an interest in the J. J. Newman Lumber Company, of Hattiesburg. He went over the ground personally, making a tour of a hundred miles by team through that virgin timber region. He believed something more than pitch and turpentine could be produced from this tract, and the capital of the Newman company, originally \$60,000, was increased, and 300,000 acres of longleaf pine timber lands were acquired.

In 1899 Mr. Peck organized the Cherry River Boom & Lumber Company, with a capital of \$1,000,000, and purchased a large tract of spruce and hardwoods located in Pocahontas, Greenbrier, Nicholas and Webster counties, West Virginia. This was followed by the building of a large sawmill, but before operations could be started Mr. Peck and associates received a flattering offer for the property and a sale was effected.

As time passed and the advantages of combination became more apparent, Mr. Peck and his friends conceived the idea of consolidating their interests. This plan was the combination, in 1901, of the Lackawanna Lumber Company and the J. J. Newman Lumber Company under the name of the United States Lumber Company. The stock issues of both companies were turned into the treasury of the new concern and in their places was issued \$5,000,000 in capital stock. Half of this stock was used in payment for the stock of the old companies and half was sold for cash at its par value. The \$2,500,000 received from this arrangement was utilized to develop the United States Lumber Company's producing capac-

ity and for the securing of additional timber lands. The capacity of the mills of the consolidated company subsequently reached 250,000,000 feet of lumber annually.

As president and manager of the United States Lumber Company Mr. Peck was successful from the start. His experience in woods and mill enabled him to give his attention to every detail and to forestall the mistakes that usually accompany a project of such size. He acquired for the company 140,000 acres of pine land contiguous to the Hattiesburg plant from The Knapp, Stout & Co. Company, of Menomonie, Wisconsin, and which constituted an unusually valuable addition to the company's pine holdings. During the more than four years the company has been operating, the sawmill facilities have been enlarged as required and other purchases of timber made.

But Mr. Peck's interests are not devoted exclusively to lumber, for a man of his ability and standing as a citizen is of necessity obliged to enter other enterprises. He is a large stockholder in the Mississippi Central Railroad, a line eighty-five miles in length, running from Hattiesburg, Mississippi, in a westerly direction toward the Mississippi River, and is also its president. In Scranton, where he is one of the most progressive residents, he is vice president and director of the Scranton Savings Bank, a director of the Peck Lumber Company, and is associated with many other enterprises in Pennsylvania and other states. He is a director of the Guardian Trust Company, of New York, and of the National Bank of Commerce, of Hattiesburg.

Despite the demands of his various lines of business, Mr. Peck gives up some time to the conventions of society. He finds recreation and rest in travel, and this pleasure has taken him to Europe several times. During these trips his mind is active and he adds to his store of knowledge of men and things.

Mr. Peck has one of the handsomest residences in Scranton, presided over by his wife, who is a lady of unusual character and personal grace. Two daughters—Jessie M. and Florence L. Peck—complete the circle of his home.





Clement E. Lloyd, Junior

The man who has been able to overcome the handicaps of fairly poverty and lack of education and by the force of his own ability and energy realize his ambitions has right to an honest pride in the fact. Nevertheless, a careful early training should be, and if properly utilized is certain to be, of substantial advantage. A man who, building upon a foundation of good ancestry, happy early influences and a judicious training, has through his ambition, energy and mental resources come to an enviable position during a comparatively short business career is Clement Ernest Lloyd, Junior, of Philadelphia, Pennsylvania.

He comes of the Lloyd family, a combination of Welsh and English stock, which more than two and a quarter centuries ago was of a company of men and women, members of the Society of Friends, who came to Sylvania with William Penn. Pennsylvania takes its name from the leader of this party, who had a grant from the Sovereign and who organized the scattered settlers along the Delaware into a free colony, under a compact under the wise laws he established until the American Revolution. Among the descendants of this family is one, a descendant of this stock, who is looked upon as one of the brightest and most progressive leaders of the younger generation in the East.

One of a family of four children born to Clement E. Lloyd, Sr., and Mary E. (Nichols) Lloyd, the date of his birth was September, 1881. Young Clement's youthful days were spent in the home of the majority of boys of his time in Philadelphia. He says it is probable he entered the public schools at an early age. With the aid of his mother's instruction, he learned rapidly in his studies and entered a school of the Friends. Subsequently, he took up his

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He is the eldest of four children born to Clement E. Lloyd, Senior, and Irene E. (Githens) Lloyd, the date of his birth being August 11, 1868. Young Clement's youthful days were spent as were those of the majority of boys of his time in Pennsylvania. As soon as practicable he entered the public school, and proved an apt pupil. With the aid of his mother's teaching he advanced rapidly in his studies and entered a school conducted by the Friends. Subsequently, he took up his

studies under the old high school system and at the age of fifteen years won the honors of his class and was rewarded with a scholarship at the University of Pennsylvania. Young Lloyd matriculated at this institution, but without a well-formed idea of what course he wished to pursue, and, bowing to the wishes of his parents, he gave up the scholarship to begin a business career.

His first experience in commercial life was in the office of the Pullman Palace Car Company, where he had a good chance to learn the railroad business. For three years he served as a clerk, receiving advancement as he proved his worth, and in that time he acquired a knowledge of the railroad business and of routings east of the Mississippi River. He resigned because he did not consider the opportunities broad enough.

In June, 1887, through an advertisement, he became office boy for Robert B. Wheeler, who at that time was a lumber wholesaler with a yard on Beach Street. Mr. Wheeler's business in those days was that of the commission merchant and he was, without doubt, the foremost hardwood lumberman in his section of the country and a salesman whose ability was not paralleled by that of any other, so that young Lloyd received a training that has been valuable to him ever since. After being in the office a few months the office boy was advanced to the position of bookkeeper, and, gradually, his duties involved not only caring for the correspondence and office work but counting and inspecting lumber as well. Occasionally he was called upon to make sales and he became an adept in this line. For five years, from the time he was eighteen until he was twenty-three years old, he remained with Mr. Wheeler, studying closely the methods of the latter, and securing an education in the methods of lumber distribution.

Having mastered the selling and distributing end of the business, Mr. Lloyd wanted to know more about the production of lumber. He was encouraged in this by his employer, although the latter was loth to see so promising and valuable an employee leave him. In January, 1892, an opportunity

came for Mr. Lloyd to acquire experience in the West. He made an arrangement to go to Cincinnati and Memphis to assume charge of the yards of John Streight, who was engaged in the manufacturing business and had distributing yards at Cincinnati. In the latter city the easterner made his headquarters, traveling now and then; sometimes he was among the trade and then in the woods or at the mill. For three or four months he devoted himself exclusively to running the yard and then, when his ability had been demonstrated, Mr. Streight put him in charge of the office. Slowly but surely his duties increased and it was not long before he had full charge of the correspondence, the selling of the output of the mills and, at the same time, was doing most of the banking for his employer. The business of the house prospered and increased to an extent beyond the capital of the proprietor to continue easily. It fell to the lot of the young assistant to do most of the financing, and the training he received was such as ordinarily would not come in a business career of ten years. With the financial panic of 1893 came obstacles that could not be overcome and the business was assigned, but so great was the trust in which the manager was held that he was appointed to settle up the affairs of the yard business, which he did to the satisfaction of all.

Returning to Philadelphia, Mr. Lloyd began a hardwood commission business for himself, which he continued for five years with considerable success, though hampered by a lack of capital. He formed a clientage among the lumber dealers and buyers throughout the East that never has left him. Another change in Mr. Lloyd's career came in November, 1897, when he organized a hardwood department for the business conducted by another progressive lumberman of the younger generation—Robert F. Whitmer. The master hand of the buyer and salesman was shown, aided, of course, by ample capital, and, necessarily, greater confidence was shown in him by his employer. Next he interested himself in the development of a spruce department, which he placed on a strong foundation.

When the Cherry River Boom & Lumber Company was organized, in the latter part of 1901 a lumberman acquainted with the hardwoods as well as with spruce and hemlock was needed to assume the responsibility of disposing of the output of the big mill which, meanwhile, had been erected at Richwood, West Virginia, where nearly 100,000 acres of timber land had been purchased. The choice fell upon Mr. Lloyd.

Starting with a small office and a stenographer in Philadelphia, and with the assistance of a salesman located at Pittsburg, 28,000,000 feet of lumber was sold, and the next year, 1903, 51,000,000 feet was disposed of through the executive ability of the sales manager. To accomplish this large volume of sales required a thorough organization, a close watch of details and a good knowledge of the needs of the trade, all of which Mr. Lloyd commanded. The business continued to grow year by year, and in 1904 the output of the mill was increased to 52,000,000 feet and about 12,000,000 feet of lumber was bought of other mills, involving a value of upward of \$1,000,000. Mr. Lloyd has charge of the entire credit end of the business, and the losses incurred since he took charge of the business have been less than \$1,000.

In November, 1905, the Cherry River Boom & Lumber Company bought the timber holdings, sawmills and planing mill of the Gauley Company, at Camden on Gauley, West Virginia, the properties being contiguous to the Cherry River company's holdings at Richwood. The two extensive plants are being operated and the entire output of both mills handled through the sales department in charge of Mr. Lloyd.

Mr. Lloyd is happily married and the father of one child. He took as his bride Miss May C. Hansell, November 9, 1899, and the couple have since lived at Oak Lane, one of the beautiful suburbs of Philadelphia, where Mr. Lloyd has built a home. His wife comes of a well-known family of the Quaker City. The child that has entered their happy home life is a boy, Robert Harold Lloyd, aged four years. Mr. and Mrs. Lloyd attend the Reformed Church at Oak Lane.





Robert F. Whitmer

It is a common saying that one generation makes money for the other to spend, and in the United States there is, perhaps, an undue measure of value ascribed to the self made man, so-called. As a matter of fact, however, the lumber industry shows countless instances where the son has carried on his father's business with an originality and forcefulness equal to his predecessor and with the aid of better training has accomplished greater things.

A man in whom originality and force was inherent and who has not been satisfied to rest upon inherited position, or to follow the furrow laid out by another, is Robert Farnum Whitmer, of Philadelphia, Pennsylvania, who, though still a young man, has reached a high rank in the lumber industry, as the head of the manufacturing and wholesaling concern of William Whitmer & Sons, Incorporated.

Mr. Whitmer comes of a sturdy stock, closely linked with the history of the Keystone State—pioneers who laid the foundations of prosperity for future generations by their honest toil and patriotic effort. Robert F. Whitmer was born January 12, 1884, in the small town of Hartleton, Union County, Pennsylvania. His father, William Whitmer, was a lumberman—working in the manufacture of hardwoods at Sunbury, Berks-County, Pa. His mother, Catherine A. Foster, was born a kindly-hearted, brave Scotch-Irish immigrant who arrived in America in 1776 and eventually settled in the southwestern part of Pennsylvania. Her grandfather served his country in the war of the colonies for independence as a captain of engineers, while his brother also was a soldier, having fought with the English troops in the war against the Indians and French.

His spirit of loyalty and a willingness to battle for the right



ROBERT F. WHITMER

Robert F. Whitmer

It is a common saying that one generation makes money for the other to spend, and in the United States there is, perhaps, an undue measure of praise extended to the self made man, so-called. As a matter of fact, however, the lumber industry shows multitudes of instances where the son has carried on his father's business with an originality and forcefulness equal to his predecessor and with the aid of better training has accomplished greater things.

A man in whom originality and force was inherent and who has not been satisfied to rest upon inherited position, or to follow the furrow laid out by another, is Robert Forster Whitmer, of Philadelphia, Pennsylvania, who, though still a young man, has reached a high rank in the lumber industry, as the head of the manufacturing and wholesaling concern of William Whitmer & Sons, Incorporated.

Mr. Whitmer comes of a sturdy stock, closely linked with the history of the Keystone State—pioneers who laid the foundations of prosperity for future generations by their honest toil and patriotic effort. Robert F. Whitmer was born January 25, 1864, in the small town of Hartleton, Union County, Pennsylvania. His father, William Whitmer, was a lumberman carrying on the manufacture of hardwoods at Sunbury, Northumberland County. His mother, Catherine A. Forster, came from a family descended from Scotch-Irish immigrants who arrived in America in 1770 and eventually settled in the northwestern part of Pennsylvania. Her grandfather served his country in the war of the colonies for independence as a colonel of a regiment, while his brother also was a soldier, having fought with the English troops in the war against the Indians and French.

The spirit of loyalty and a willingness to battle for the right

were transmitted to Robert F. Whitmer, as the events in his life have shown. As a boy he attended the public schools of Union County, where the age and wealth of the community provided an excellent educational system, and he continued his studies after the removal of his parents to Sunbury. In the latter city, a thriving place, he prepared to enter the Pennsylvania State College. After spending two years at this institution he matriculated at Lafayette College. These college days, which ended with his graduation in 1885, furnish some of the brightest memories in Mr. Whitmer's life. Unlike many college-bred men, in his position, he had no desire to spend a couple of years in the pursuit of pleasure, but entered the woods at once.

Once out of the practical school of the forest, where he received a broad training, the young man was well fitted to assume the responsibilities of business. He became associated with his father in the management of William Whitmer & Sons, Incorporated. His interest was not merely in name, for he was active in the company's affairs and gave his time and mind to the conduct of the business.

Upon the death of the senior Mr. Whitmer, October 20, 1896, the control of the business, which had by that time assumed large proportions, devolved upon the shoulders of Robert F. Whitmer. But he was equal to the task of continuing the management successfully, and set about to increase the fame of the concern. He asked no odds of his competitors and was willing to take the risks incident to an enlargement of the field of operations. The offices of the company were moved to Philadelphia, from which city business with all its ramifications is directed today.

That Mr. Whitmer has been successful in his ambition to build up a leading concern in the industry in which he is a conspicuous figure, cannot be denied. Operations of wide range are carried on, and each year sees a substantial growth in the volume of lumber handled. About 100,000,000 feet of lumber of every description, including the products of the

forests of the North, South and West, is distributed in a territory that embraces the entire Atlantic Coast states and the great middle West.

Fully one-half of the total number of feet handled by the concern in a year is turned out by mills directly owned or controlled by the company. Among the operations of William Whitmer & Sons, Incorporated, is that of the Buffalo Lumber Company, of Bayard, West Virginia; the Condon-Lane Boom & Lumber Company, of Horton, West Virginia; and the J. L. Rumbarger Lumber Company, of Dobbin, West Virginia. These mills cut West Virginia spruce largely. Mr. Whitmer is president of the companies mentioned, and the output is sold by the parent concern. A part of the supply of hardwoods of William Whitmer & Sons, Incorporated, is furnished by the company's plant at Wallam, Maryland. Considerable poplar is secured from the plant of the M. B. Wilkinson Lumber Company, at Asheville, North Carolina, in which the Quaker City concern has an interest. In addition to looking after the affairs of these companies Mr. Whitmer is president of the Parsons Pulp Paper Company, of Parsons, West Virginia. It is here that the waste from the several West Virginia mills and logging operations is shipped to be made into pulp and paper. Mr. Whitmer is the executive head of the Dry Fork Railroad, a road extending from Hendricks, West Virginia, on the West Virginia Central & Pittsburg Railway, along the Dry Fork River for a distance of thirty miles. With its miles of spur track the road taps the various operations of the house, and minor logging lines extend to the lumber camps.

More than a nominal supervision is exercised over all these interests by Mr. Whitmer. To an older and less vigorous man than he the amount of work and traveling involved in looking after the details of the numerous companies would be a physical impossibility. Part of the burden is shifted to Martin Lane, treasurer of William Whitmer & Sons, Incorporated, and Thomas Ellicot Coale, general manager of departments. To obtain the best results Mr. Whitmer early instituted a sys-

tem of responsibility for each division into which the manufacturing and selling ends are subdivided, and he has the details of these departments at his finger tips. He is filled with enthusiasm, a quick, nervous trait that is imparted to all those by whom he is surrounded, and he is as familiar with the average question laid before him for approval as is the employee who thus requests his attention.

One of the points of Mr. Whitmer's character which never fails to impress friend or stranger is his earnest belief in the good of everything. He is an optimist through and through, and never for a moment does he believe in failure. He has the courage to face any business situation, perilous as it may appear, and before he is through dissecting its dangers the possibilities of success are made to show up overwhelmingly. Without question this determination to see only the silver lining of every dark cloud has contributed to the success of his business life.

Mr. Whitmer has a handsome home in West Philadelphia, where he spends much of his time with his wife. The latter was Miss Mary Packer, a member of the prominent family of Sunbury. Their wedding took place in April, 1891.

While a member of the Union League of Philadelphia, the University Club and other representative social bodies, Mr. Whitmer has but little time to devote to these organizations. He moves in the exclusive set of Quaker City society and is popular in social affairs. He is an ardent Republican in politics and at various times has been identified with movements for the political welfare of the city where he makes his home, but has invariably declined to accept office of any kind.





Henry S. Thayer

All over the country, in every state, are to be found prosperous and progressive communities whose happy conditions are largely due to the public spirit and loyal effort of some one man. Such men are truly builders of civilization, and to them, as a class, is due more than is ordinarily admitted of credit for the moral and material welfare of the community at large.

In Ridgway, Pennsylvania, is such a man in the person of Henry Stewart Thayer, to whose public spirit and generosity our city gives the tribute of appreciation for much of its desirable condition of today. He is a man who has made his own way in the world, overcoming obstacles that would have diminished the ardor of a less patient and determined character. He has a record of having made things, and of having made them well. In this bustling little city he has labored from early youth, rising through his own forcefulness from a minor position as an employee to that of an employer of thousands of men, and to the affectionate respect of the entire community as its leading and inspiring spirit.

Mr. Thayer's remote forbears were British subjects. The earliest American generation came to the Western Continent from England in 1630, landing in Weymouth, Massachusetts. The family continued onward westward and Mr. Thayer's father was a pioneer in Dutchess County, New York. Subsequently the family moved to Ridgway, Elk County, Pennsylvania, where the great Quaker, John J. Ridgway, of Philadelphia, had secured a land grant aggregating one thousand acres, located in Elk and McKean counties, adjoining each other. It was in Ridgway in 1847 that Henry S. Thayer was born. It was in these foothills of the Allegheny Mountains, where Ridgway touches on the banks of the Clarion River, that the subject of this sketch received the rudiments



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Mr. Thayer's remote forbears were British subjects. The earliest American generation came to the Western Continent from England in 1630, landing at Weymouth, Massachusetts. The family afterward moved westward and Mr. Thayer's father was a pioneer of Bath, Steuben County, New York. Subsequently, this branch of the family moved to Ridgway, Elk County, Pennsylvania, where the good Quaker, John J. Ridgway, of Philadelphia, had secured a land grant aggregating 100,000 acres, located in Elk and McKean counties, adjoining each other. It was in Ridgway in 1847 that Henry S. Thayer was born. It was in those foothills of the Allegheny Mountains, where Ridgway nestles on the banks of the Clarion River, that the subject of this sketch received the rudiments

of a common school education. After the Ridgway schooling he was sent to the Alfred Academy, at Alfred Center, New York, where he spent several terms. After the academy terms at Alfred Center, combining a desire for further study with the "Westward Ho!" spirit of young manhood, he went to Michigan and entered Adrian College, at Adrian, in that State, and there took a selected course in practical branches.

After his return to Ridgway from the Michigan school he entered the employ of the late Judge Houk, of that city, as clerk in a general store. This occupation had its limitations, by no means suiting his ambitious nature, and he made up his mind to engage in business for himself. He began merchandising, which brought him into contact with many of the men who were making the lumber history of that famous timber section and, gradually, Mr. Thayer drifted into logging and lumbering enterprises.

A stranger visiting Ridgway today would scarcely surmise that it is a town famous in lumber history, for about the tidy city of homes and luxuriously shaded streets, with its modern structures, there is little evidence of sawlog or sawmill. However, no longer ago than 1889 it was the center of a section that produced nearly 1,400,000,000 feet of lumber annually, chiefly hemlock, and no longer ago than 1875 had an annual output of white pine alone of close to 500,000,000 feet. The year 1903 saw the total lumber output of the Ridgway district reduced to about 300,000,000 feet and but one sawmill remaining in the immediate vicinity—the Hyde & Thayer mill, a property belonging to Henry S. Thayer.

The first sawmill in the Ridgway district was built by the pioneer James L. Gillis, who, acting in the capacity of an agent for John J. Ridgway, of Philadelphia, came into that territory in 1821 and erected a sawmill on Big Mill Creek, at a point nine miles northwest of Ridgway. That proposition—being a combination of farming and various other industries—was not successful. However, that was the first footprint of civilization in the valley of the upper Clarion River.

What was really needed was a live sawmilling proposition, which was opened up at Ridgway at about 1830. That was the inception in the Ridgway district of the rafting of lumber and timber to Pittsburg and other settlements to the south and west. The timber and lumber were put into rafts and floated down the Clarion and Allegheny rivers to the growing city of Pittsburg and thence down the Ohio River even to Louisville. It is said that the first Ridgway raft of cork pine was sold at Pittsburg for \$5 a thousand, and one-half of the sum realized was taken in window glass at that.

In connection with his son Harry and the Hyde estate Mr. Thayer operates a band mill near Ridgway which, at this time, has about four years' cut of virgin hemlock stumpage ahead of it. This mill is known as the old Laurel mill property and is located about two miles west of the city. Between 12,000,000 and 15,000,000 feet of lumber is manufactured annually.

Ridgway stands today as a shining and praiseworthy example of the possibilities of a lumber town after the timber has practically been exhausted.

One of the foremost figures in Ridgway's commercial and social greatness of today is Mr. Thayer. In addition to the lumber business he is interested in many enterprises which are the backbone of the industrial city. He is president of the Elk County National Bank, of Ridgway; president and general manager of the Ridgway Dynamo & Engine Company, the largest institution of the kind in the country; a director in the Ridgway Building & Loan Association; treasurer of the Ridgway Light & Heat Company; a heavy stockholder in the Ridgway Machine Tool Company, the Ridgway Manufacturing Company and the firm of Hyde and Thayer, of Ridgway, Pennsylvania, the Panther Run Coal Company, of Reynolds-ville, Pennsylvania, and the Iroquois Coal Company, of Brockwayville, Pennsylvania, and one of the principal stockholders in the St. Joe Lumber Company, of Harrison, Idaho.

Mr. Thayer's success is attributable to his clean business methods and his ability and perseverance in following a line of

action until the sought for goal has been reached. His commercial instincts are of such high order that rarely has he made a wrong estimate of a business opportunity, and he has steadily forged ahead in all the variety of enterprises he has undertaken. He has declined public honors time and time again because of the press of business.

Physically, Mr. Thayer is tall and spare, reflecting his New England ancestry. Personally, he is the embodiment of kindly good nature. He is known as a man at once generous and just, sympathetic and charitable, and is the leader in all work that tends to increase the prosperity and happiness of his fellows.

Mr. Thayer married, on October 25, 1870, Miss Mary E. Ely, of Ridgway, a daughter of B. F. Ely, a pioneer and leading lumberman of that section of Pennsylvania. Mr. and Mrs. Thayer have two children—Harry, a son already mentioned, and Helen, a daughter just now in young womanhood. Mr. Thayer resides with his wife and daughter in a handsome house overlooking Ridgway's chief business center, and nearby is the home of his son Harry, on whose shoulders has fallen largely the conduct of the lumber enterprises in which he is interested.





Andrew M. Turner

The lumber trade of the East, meaning by the East more than is implied in the conventional use of the term, and including Pennsylvania, contains an unusual number of young men. This is, perhaps, especially true of Pittsburg, most of whose lumbermen are on the sunny side of fifty. Presumably it is the force of youthful ambition and energy which has led to such a remarkable development of the lumber business centering in that city during the last decade. These men are of all sorts, some of them, perhaps, daring to the point of recklessness; others methodical and conservative. In the last class is Andrew McBride Turner.

Mr. Turner was not born and bred to the lumber business as most of its representatives have been, but gained his knowledge of production and distribution of wood products by earnest application, following a period of study and preliminary business experience. It is his ability to grasp conditions and his adherence to a policy of **conservative management** that has placed him in the high position he holds in the lumber business today.

English and Irish blood of several generations descended from the sons of Andrew McBride Turner. His father, William Turner, was a member of the firm of Pittsburg, the western representative of the Keweenaw firm. His mother was Elizabeth Jane Turner, a native of the same city. The Turner family is of the western Scotch-Irish lineage. He was born in Allegheny, Pennsylvania, August 1, 1864. He received his primary education in the common schools in the city of his birth and completed his high school and college training by a four year course at the University of Pennsylvania. Allegheny. He was graduated in 1884.



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English and Irish blood of several generations removed flows in the veins of Andrew McBride Turner. His father, William Turner, was a merchant in the city of Pittsburg, the western metropolis of the Keystone State. His mother was Elizabeth Scott Turner, to whose patient and loving care Mr. Turner owes much of his manliness and finer qualities. He was born in Allegheny, Pennsylvania, January 5, 1864. He received his primary education in the common schools in the city of his birth and completed his school years and mental training by a three years' course at the Western University of Pennsylvania, Allegheny, from which institution he graduated in 1882.

His real work in life began in the fall of the year in which he left college, his first employment being of a minor capacity in the Pittsburg office of a prominent Cleveland lumber concern, now out of existence. He remained with the company several years and until the concern discontinued operations. This taste of the lumber business was sufficient to awaken in him a desire to master the details of the industry. With this object in view he went to the docks and yards at Muskegon and other points in Michigan and Wisconsin and studied grading with all the attention he had given in his college days to Greek and Latin. He was then, as he always continued to be, a student of lumber handling and business methods. His apprenticeship, served in the lake region, fitted him well for the duties he was to assume in later years.

Versed in the finesse of the lumber business, Mr. Turner returned to the Smoky City and became the representative in that market of W. B. Mershon & Co., of Saginaw, Michigan. This was before the Mershon institution grew into the great factor in the lumber world that it is today, but he secured a valuable training in the four years he held his connection with that house, and proved to himself and competitors that he was one of the coming leaders.

His next venture was as a commission lumber dealer on his own account. He had familiarized himself with the trade of the section, and during the three years he was thus engaged he met with much success. He then became financially interested in the William Anderson Company, which was engaged in the manufacture of wood mantels and other specialties.

In 1892 Mr. Turner, with W. D. Johnston, organized the American Lumber & Manufacturing Company, of which institution he became president. The success of this concern during his administration of its affairs, as well as since that period, is well known. For nine years he remained at the head of the company and then, selling his holding of stock, he retired as its executive head, though he did not entirely sever his connection until several months afterward.

A year later, in 1902, Mr. Turner organized the A. M. Turner Lumber Company, of which he became the president and with whose affairs he has gained the greatest success of his career. This company, through Mr. Turner's former affiliations with the lumber trade, was soon on a substantial and highly successful basis. In the management of the company Mr. Turner is assisted by W. H. Mace, the vice president, who looks after the yellow pine end of the company's business; by O. H. Rectanus, the secretary, who has charge of the company's hardwood interests, and by F. W. Henninger, the treasurer, who handles the finances of the institution. Each individual has absolute sway in his respective department. Another worker in the company is W. C. Brown, who for many years was associated with the freight department of the Pennsylvania Railroad, and who handles all transportation matters pertaining to the business. C. A. Davis is another competent assistant who takes care of the auditing department. To these individuals Mr. Turner ascribes great credit, and feels that he owes as much to them as to his own efforts for the success of the company.

Outside of the lumber business Mr. Turner has considerable real estate interests in Pittsburg and its suburbs, but he devotes practically his entire time to the conduct of his lumber affairs. He takes no active part in the management of the other interests with which he is connected, because he is a believer in giving undivided attention to one project if that project is to be developed to its greatest possibilities. He has been a consistent follower of this belief and to everything he undertakes he gives his absolute attention until the object shall have been accomplished. His business education has made him methodical and conservative. He never does things in a rush, but considers everything with care, although when once decided on some purpose, he goes ahead with all the force that is in him. He is extremely quiet in bearing and is prone to exercise much caution in all his transactions.

In 1896 Mr. Turner married Miss Sue C. Hillegass, of

Reading, Pennsylvania. Two children have gladdened the union, of which an infant boy, Charles Hillegass Turner, survives. The little daughter, Elizabeth, died in 1903. Mr. and Mrs. Turner are the possessors of a handsome residence and are clever hosts, taking great pride in their home, in which most of Mr. Turner's leisure time is spent.

He is social in his instincts and a member of several fraternal organizations. He is prominent in the Masonic fraternity and is a member of Franklin Blue Lodge No. 221, Pittsburg; Duquesne Chapter No. 193, Royal Arch Masons; Pittsburg Commandery No. 1 Knights Templar; Mt. Moriah Council No. 2; a thirty-second degree Mason, being a member of the Ancient Accepted Scottish Rite bodies stationed in the valley of Pittsburg, and also of the Ancient Arabic Order Nobles of the Mystic Shrine. He is a member of the Monongahela and Country clubs, and is also a Hoo-Hoo, having been initiated into the order at Pittsburg in 1894. He is a member of the Episcopal Church.

Mr. Turner is a gentleman of pleasing personality and a careful and convincing talker, and he appeals to the stranger as a man eminently worthy of confidence. He has an enviable record for integrity and equitable business dealings, and has a host of personal friends both in and out of the lumber trade. Mr. Turner still has several years to live before he will reach the period of life when a man is called middle aged. His advancement in the ranks of those traversing the commercial field has been by long strides in recent years, and those who know him best and who recognize his capabilities believe that not yet has he reached the zenith of his successful career.





Frank E. Willson.

Acceptable business methods in the lumber trade have witnessed almost a revolution within the last decade or two, and they have been accompanied, and perhaps made possible, by the entrance of so many young men into the business. The older men of older methods have not been relegated to the rear, but the younger ones have brought fresh ideas, and have met the stress of competition, especially in the East, with weapons suitable to the time. These men have been original in ideas, though not lacking anything of stability and correctness, and have added thereto an expenditure of energy that is possible only to those who have not yet felt the growing burden of years. Of the young men in the lumber business in the East, of this modern class, a notable example is Frank Elliott Willson, of Pittsburg, Pennsylvania.

Entering only a few years ago a field wherein integrity and industry count above all else, he was not long in securing a foothold in the trade. With his brother, Mr. Willson built up a business on the strength of honest dealing, and today he is at the head of a company which ranks among the leaders in the "Lumber City." This has been accomplished within a remarkably short period of time, which attests the ability and energy that he has exerted and which have made his name one which commands respect and confidence.

A trace of his Scotch-Irish ancestry is noticeable in the character of Frank Willson. The late that kind determination, almost stubbornness, of the Scotch, as well as the truth of his dealing, while time the little thing he has achieved by effort and a rule of honesty. He is one of the two younger sons of Andrew Patterson Willson, and formerly of Pittsburgh Willson. The latter was a prominent lumberman in Pennsylvania, when a branch company was established in Pittsburg by the latter.



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Entering only a few years ago a field wherein integrity and industry count above all else, he was not long in securing a foothold in the trade. With his brother, Mr. Willson built up a business on the strongest of foundations, and today he is at the head of a company which stands among the leaders in the "Smoky City." This has been accomplished within a remarkably short period of time, which attests the ability and energy that he has exerted and which have made his name one which commands respect and confidence.

A trace of his Scotch-Irish ancestry is noticeable in the character of Frank Willson. He has that fixed determination, almost stubbornness, of the Scotch, as well as the trait of fair dealing, while from the Irish blood he has inherited love of effort and a vein of humor. He is one of the four surviving sons of Andrew Patterson Willson and Lavenia Cunningham Willson. The father was a farmer—a lumberman, at times, when it became necessary to clear a tract of land of its timber

at the season of the year when the following of agricultural pursuits was impossible.

It was on the farm of his father, in Washington County, Pennsylvania, that Frank E. Willson was born January 22, 1866. Enjoying all the comforts, though without luxuries, of farm life, he spent his youth. He performed the labors usually allotted to the youths of a farming community, and his liking for outdoor life has never deserted him. In the district school he began his education, which was continued in other schools upon the removal of the homestead from Washington County to Westmoreland County, in the same State. A higher training was obtained at the Southwestern State Normal School, at California, Pennsylvania; the Indiana State Normal School, at Indiana, Pennsylvania; the Slatelick Academy, at Slatelick, Pennsylvania, and later he became a student at the Rochester Business University, of Rochester, New York. He graduated from the latter institution in 1892.

His first active experience in the commercial world, upon leaving school, was as a clerk in the general store of W. J. Murphy & Co., at West Newton. After a short time spent in catering to the multitudinous wants that are filled at a general store, he saw an opportunity to better himself by becoming assistant agent of the Baltimore & Ohio Railroad Company in the same town.

In 1888, when he had reached the age of twenty-two, a most favorable chance brought him into connection with Robert Taylor, leading retail lumber merchant of West Newton. The lumber business appealed to the young man and for three years he devoted himself industriously to the conduct of the business for his employer. Then he became connected with the Rochester (New York) branch of the Walter A. Wood Harvesting Machine Company, where he spent a year. He gave up his position with this concern to become office manager for the Enterprise Foundry Company, of Rochester, in which concern he bought an interest. In July, 1895, he left Rochester to go to Pittsburg to enter the

service of E. V. Babcock & Co., as office man. His earlier training in the several lines of business had broadened his mind, and he demonstrated his worth with that lumber concern. For a year and a half he remained in the office and then spent one year on the road as a salesman.

Also in the employ of E. V. Babcock & Co. was Mr. Willson's brother, Alexander Willson. These young men were not satisfied to remain in a minor capacity, but aspired to have a business of their own. So, on January 1, 1898, Frank Willson formed, with his brother, the firm of Willson Bros. and entered the jobbing lumber trade of Pittsburg. Their resources were not extensive, but they had brains, energy and the good will of many members of the trade in the western portion of the Keystone State. During the first business year of the firm about four hundred cars of lumber were handled, aggregating in value \$100,000.

In 1902 the firm bought a large interest in the Major & Loomis Company, of Hertford, North Carolina, on the line of the Norfolk & Southern Railroad. The company has a completely equipped band sawmill, dry kilns and a planing mill with a capacity of 12,000,000 feet of lumber annually. It has holdings of shortleaf pine sufficient to continue the operation for at least ten years. In the same year the firm bought an important interest in the Conway Lumber Company, of Conway, South Carolina; this company has timber holdings of about 100,000,000 feet of North Carolina pine and a complete band mill, dry kiln and planing mill equipment, and its output is 12,000,000 feet of lumber a year. Frank Willson is vice president and a director of the company.

In connection with the Wilson brothers of the Wilson Lumber Company, of Elkins, West Virginia, Willson Bros., in 1903, bought a tract of 12,000 acres of spruce, hemlock and hardwood timber land at Wildell, West Virginia, on the line of the Coal and Iron division of the West Virginia Central & Pittsburg Railway. In the same year this interest was organized into the Wildell Lumber Company, of Wildell, West Vir-

ginia, with a paid in capital of \$150,000. In the year following a modern band sawmill and a planing mill were erected, the plant having a daily capacity of 75,000 feet. Another enterprise owned by the Willson brothers is the Willson Bros. Lumber Company, of Huntley, Cameron County, Pennsylvania, which holds considerable hemlock and white pine stumpage and operates a mill of 10,000,000 feet annual capacity.

Willson Bros. was continued as a copartnership until December 31, 1904, when the business was incorporated under the name of the Willson Bros. Lumber Company. The capital of \$150,000 is fully paid in and practically all is held by the two brothers. Frank Willson is president of the company, and is as active in its management as he was in the firm which he organized. The concern is the sales agent of the several sawmill enterprises already enumerated which furnish an unusually valuable and varied supply of lumber. The handlings embrace the entire range of building woods, and the company is an important factor in hemlock, white pine, longleaf yellow pine, poplar and spruce. Mr. Willson was among the first to recognize the good qualities of North Carolina pine and was a pioneer in the introduction of this wood into the Pittsburgh market.

Mr. Willson is possessed of an unusually pleasing personality and is immensely popular with his contemporaries and with the trade at large. He has carved out a marked success in both wholesale and manufacturing lines by dint of intelligently directed hard work, and he commands the respect of a wide circle of friends.





Rowland H. Erving

A young man who has already made his mark in the apparently overcrowded leather market centering at Pittsburg, Pennsylvania, is Rowland Harold Erving. He brought to the business a good early training, strong physical and mental constitution and the power to work intelligently and consistently—powers which are necessary for the achievement of business success, but particularly called into play in the midst of such vicissitudes as those in which Mr. Erving found himself. He decided that the time had come to embark upon a career as a principal rather than an employee. In that metropolitan center of the metropolis of western Pennsylvania are many young men who have not yet reached the meridian of success, but who are well on the road to success. Seemingly the climate is in the common opinion of the country, where the weather is so variable, is conducive to the early



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A young man who has already made his mark in the apparently overcrowded lumber market centering at Pittsburg, Pennsylvania, is Rowland Harold Erving. He brought to the business a good early training, strong physical and mental equipment and the power to work intelligently and consistently, qualities which are necessary for the achievement of success anywhere, but particularly called into play in the midst of such surroundings as those in which Mr. Erving found himself when he decided that the time had come to embark in business as a principal rather than an employee. In that bustling market of the metropolis of western Pennsylvania are found many men who have not yet reached the meridian of life, but have traveled far on the road to success. Seemingly the whole trade of the eastern section of the country, where the keenest competition prevails, is conducive to the early making of strong characters.

Rowland Harold Erving is not a Pittsburger by birth. He was born near Birmingham, Oakland County, Michigan, July 29, 1868. His father was William Erving, and his mother's maiden name was Margaret Erving. Both of them were of Scotch-Irish descent. R. H. Erving's early childhood was uneventful and was spent in the rural surroundings amidst which he was born. His schooling began in the public school at Birmingham and was continued in the schools of Detroit, where his parents moved about 1881. It was in that city, more important then, perhaps, than now in the lumber industry, that he laid the foundation of his knowledge of lumbering which has since been broadened by observation and experience. He had not the advantages of a college education because of the necessity of earning his living, but he never seriously regretted that he was deprived of this higher learning.

It was in a humble position that he began his career as a lumberman, for he was scarcely more than a youth, without any particularly friendly interest to assist him, when he started to work. In 1886 he entered the employ of the Robinson Bros. Lumber Company, which conducted a wholesale lumber business in Detroit. He went into the yard of the company as tally boy, and in little more than twelve months' experience gained familiarity with the grading and inspection of lumber.

In 1887 the Robinson Bros. Lumber Company discontinued the business at Detroit to open a yard at Tonawanda, New York. As some time would elapse before the company could complete the change of base, Mr. Erving secured a position with the Henry Stephens Lumber Company, manufacturer of lumber at St. Helen, Michigan. He started to work for this company as an inspector on January 1, 1888, and for five months he added to his store of knowledge of lumber and its manufacture. He was then sent to Bagley, Michigan, as superintendent of the Mellen mill, which had been bought by the Stephens company. He spent the remaining months of the year at Bagley looking after the interests of the company.

Returning to St. Helen, he continued with the Stephens company until May, 1889, when he accepted an offer of the position of foreman of the wholesale yard of Miller & Lewis, of Bay City. During the next six years he spent most of his time traveling through the middle West, selling lumber. He was of an exceedingly observant turn of mind and gathered a fund of valuable information relative to the demands of the consuming trade of a large and prosperous section of the country.

Reaching the stage where he felt confident of his ability to conduct a business for himself, he was instrumental in forming a partnership with John B. Flint and J. H. Lindsay to engage at Pittsburg in the wholesaling of lumber. The firm of Flint, Erving & Lindsay was formed and began operations January 1, 1896. The firm handled a wide range of stocks, including white pine, yellow pine, hemlock, poplar, hardwoods, shingles

and lath, and catered to the retail trade tributary to Pittsburg. The firm was destined to meet with success from the start, and in five years a large business had been built up. The firm of Flint, Erving & Lindsay continued until January 1, 1901, when Mr. Lindsay's interest in the business was taken over by Mr. Erving and Mr. Flint, and a new partner was admitted in the person of Edward H. Stoner, and the firm reorganized as Flint, Erving & Stoner.

Success in the prosecution of the business was met by the new firm and the scope of its operations was increased by the invasion of new territory. The concern has adhered to the policy of doing a wholesale business, the entire output of mills in several sections of the country being contracted for each season to supply the needs of its trade. A financial interest is held in but two of these plants. In the first year of the business of Mr. Erving in Pittsburg, the firm sold more than 2,000 cars of lumber, and in 1905 the volume had increased to more than 6,000 cars. Mr. Erving spends most of his time looking after sales and arranging for stock, particularly in the white pine section, the financial and office details being left more especially to his associates.

The increased complexity of the business was responsible for the incorporation of the Flint, Erving & Stoner Company on July 1, 1905. It is chartered under the laws of Pennsylvania, with a capitalization of \$225,000. Mr. Erving became vice president of the company; Mr. Flint, president, and Mr. Stoner, secretary and treasurer. A suite of offices is occupied by the company in the Farmers' Bank Building, Pittsburg.

Believing that concentration of force in one line brings more profitable results, Mr. Erving never has indulged in interests outside of those in the concern of which he was one of the founders, with the exception that he is interested in 22,000 acres of timber land in Kentucky, which has not yet been logged. Much of his time is spent in traveling among customers of the company, though the business requires the services of several salesmen.

Mr. Erving married Miss Caroline Isabella McKay, a daughter of James McKay, a manufacturer at Pittsburg, June 23, 1901. Two children have blessed this union—James McKay and Rowland, Junior. The family occupies a beautiful home on Ellsworth Avenue, Shadyside, Pittsburg, during the winter months, and a delightful summer home is located on Fairhome Island, Muskoka Lake, Canada, where the warm weather period is spent.

While Mr. Erving is not a member of any fraternal organization, he has several social connections, being a member of the Duquesne Club and the Country Club, of Pittsburg. His favorite recreation is golf and he can be said to be an enthusiast when time permits him to visit the links. He is a member of the Episcopal Church. In politics he is what might be termed an independent voter, casting his ballot in the elections for the party from whom he anticipates the best government.

Mr. Erving is above the average height, is muscular, and his whole appearance denotes a state of good health. Perhaps his traveling days are responsible for his ability to tell an interesting story and enjoy a joke, whether it be on himself or the person with whom he is talking. He numbers among his friends scores of lumbermen in the North, East and West and the character of the man may be judged from the fact that the friends of his early days are the friends of his later years.





Edward H. Stoner

It is the man with his heart, as well as his head and hands, in his work who stands the best show of winning success. In other words, a round peg in a round hole or a square peg in a square hole best meets the requirements necessary to business achievement. The man who, satisfied with his environment and fitting into it as well, works so conscientiously and earnestly that the flight of hours is unregarded by him, is the man who will woo success not in vain. And it ever will be so; for, where one instance exists of perfunctory, rather than wholehearted, endeavor having brought emolument there are thousands of cases in which it has brought but ruin. An example of the young man who has followed unfalteringly the principle of studious application to the task before him is Edward Henry Stoner, of Pittsburg, Pennsylvania.

He is a man who has yet to reach the prime of life and, therefore, one to whom the strongest test of his talent is to come. His experience in the lumber business covers a period of ten years. Ten of these years were spent as an employee and the last five as an employer and a member of the firm of H. H. F. & Co., now the Flint, Hoving & Stoner Company, in which he is the secretary and treasurer. The success which has come to him has been entirely through his own efforts and his personal demonstration of his true worth.

The current of virtuous blood that flows in his veins may, in a way, account for his sterling qualities. His maternal grandfather was a Quaker while his maternal grandfather was Scotch-Irish. His father's ancestors were of the Dutch who settled the territory of western Pennsylvania about Harrisburg and Lancaster. His father is Henry Stoner and his mother Elizabeth (Marshall) Stoner. The former was a son of Mr. Veyron and the latter resided in Uniontown,



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He is a man who has yet to reach the prime of life and, therefore, one to whom the strongest test of his talent is to come. His experience in the lumber business covers a period of but fifteen years. Ten of these years were spent as an employee and the last five as an employer and a member of the firm of Flint, Erving & Stoner, now the Flint, Erving & Stoner Company, of which he is the secretary and treasurer. The success which has come to him has been entirely through his own efforts and by his personal demonstration of his true worth.

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both in Pennsylvania. Edward Henry Stoner was born in the city of Allegheny, Pennsylvania, July 21, 1871, and spent the first ten years of his life there. His education, however, was obtained in the schools of Altoona, in the same State, to which city his parents moved. The family residence was changed to Pittsburg when Edward was seventeen years old and for a year he attended the public schools of Wilkinsburg, a suburb of Pittsburg.

Young Stoner had no fixed plan for his life's work when he left school. His first employment was as a messenger in the Union Station of the Pennsylvania Railroad, in Pittsburg. He put in a year in this capacity and gave up railroading to accept a clerical position with the Adams Express Company, with which corporation his father held a responsible position. A year and a half he spent in office work, resigning to take a clerkship with the Standard Car Heating & Ventilating Company, a Westinghouse interest. At the end of six months fate decreed that he should become acquainted with the lumber industry and he entered the employ of E. V. Babcock & Co. as a clerk, in 1891.

He was quick to observe and learn and he was not long in gaining the confidence of his employers and his coworkers. A comparatively short time sufficed to bring him advancement to the position of office manager and he held a confidential position with the firm. Occasionally he was called upon to make short trips on the road. He left the Babcocks in 1895 to accept a position with W. G. Cowan & Son, wholesalers. His duties with this firm were mainly the buying and selling of lumber.

His connection with the concern of which he is now an officer, began January 1, 1896. The firm was then Flint, Erving & Lindsay. His inexhaustible store of energy and his knowledge of the business which he gained in the five following years made his services indispensable to the firm, and when the copartnership was terminated on December 31, 1900, Mr. Stoner was taken into the business. A reorganization took

place on January 1, 1901, and the title was changed to Flint, Erving & Stoner. Mr. Stoner's partners were J. B. Flint and R. H. Erving. As a coincidence it might be stated that both Mr. Flint and Mr. Erving, like Mr. Stoner, served their apprenticeship in the lumber business with the Babcocks. The offices of the firm at the time of the reorganization were in the Ferguson Block, the present quarters in the Farmers' Bank Building being taken April 1, 1903.

The business of the reorganized firm flourished from the start, and each succeeding year has witnessed a steady growth in the volume of trade. The first year approximately 2,000 cars were handled, while in 1905 the total had grown to about 6,000 cars. Mr. Stoner looks after the office end of the business, the credit department and financing and the buying and selling of lumber through the office.

Increasing business and changes in methods of the business world led to the incorporation of the firm as the Flint, Erving & Stoner Company July 1, 1905. A charter was secured under the laws of Pennsylvania, and the company capitalized at \$225,000. Mr. Flint is president; Mr. Erving, vice president, and Mr. Stoner, secretary and treasurer. The company operates no mills, but carries on a strictly wholesale business. Every line of stock in building and hardwoods is handled and the salesmen on the road are enabled to cater to the wants of the yards of any particular section.

Mr. Stoner has the reputation of being the hardest working lumberman in the ranks of Pittsburgers. Every morning he is to be found at his desk at an hour before even a day laborer goes to work, and seldom does he quit his task until late at night. For eight years he has devoted himself thus industriously to his work, yet he shows no effect of the strain which he has been under.

The sole recreation in which Mr. Stoner indulges is canoeing. He is a member of the Duquesne Canoe Club of Pittsburg, and an enthusiast on the subject of paddling, ascribing to the exercise he thus gets the merit of preserving his strength

and nervous poise. He became a Mason in 1905, joining Crescent Lodge No. 576, of Pittsburg.

The Flint, Erving & Stoner Company is a member of the Pittsburg Wholesale Lumber Dealers' Association and the National Wholesale Lumber Dealers' Association. Mr. Stoner was secretary and treasurer of the Pittsburg association in 1903, and in 1904 served on the committee on trades relations of the national organization.

Mr. Stoner is unmarried and resides with his parents in one of the handsome residential sections of the Smoky City.







James J. Mead

Standing with the men of today who can be considered successful, who have achieved that distinction without any adventitious aids, but have created and then wisely employed their own opportunities, is James Jennings Mead, of Pittsburg, Pennsylvania.

He started his business life with no prospects other than those common to young men in similar walks of life, and his advance to a position of importance in the lumber industry came through his own persevering effort. When a boy of fifteen years he started out in the world to make his own living. He had ambition, courage, endurance, and a willingness to work and to learn that could not be downed. In the years which have followed his first venture in the lumber business he has made a name for himself, and money for those with whom he has been associated.

James Jennings Mead was born March 17, 1856, at Mobile, Alabama, where his father was engaged in business at that time. That he is one of the few who have reversed the usual order of business migration. His parents were Lucien Mead and Martha Fremont Mead, the latter having been born and reared in the State of Missouri. His infancy was spent in his native city and he had not reached his teens when his parents moved to St. Louis. Besides attending the common schools he was a student of Washington University, St. Louis. He was possessed of a well-developed faculty of observation which aided him greatly in three years in mastering the intricacies of the business of the various companies with which he was connected before he established a business for himself.

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Mr. Mead's first employment was as a clerk in a retail dry goods store in St. Louis. This was in 1871, and he remained for nearly twelve months in this capacity. In 1872 he gave up

his clerkship in the St. Louis store and went to Shipman, Illinois, where he had secured employment in the yard of Frank C. Stone, who handled much white pine at that time. To the young man there was something attractive about the lumber business, so he seized every opportunity of familiarizing himself with the product of the northern mills. He began with Mr. Stone as tally boy, but before he left this employer, two years later, he had been given a more important post. Going to Chicago from Shipman Mr. Mead found employment with Burdick, Mead & Co. This firm also had a large white pine trade and the new employee increased his store of knowledge of this wood. From 1876 to 1878 he was with A. W. Rathbun & Co., at Lincoln, Illinois.

During these years of faithful service Mr. Mead had fostered an ambition to engage in the lumber business for himself. An opportunity to try his mettle came in 1878, when he determined to open an office and do a commission business. Within two years this business had been placed upon a paying basis, but at this point in his career the young man was stricken with an illness that threatened his life. To restore his health he gave up business and went out West, where he could enjoy the freedom of the plains and win renewed strength in rest and recreation.

Two years sufficed to restore his health and he left the ranch to go to Toledo, Ohio, where he became connected with the firm of Whitney & Tracy. This concern handled a large amount of lumber, and Mr. Mead held a decidedly responsible position and became acquainted with the personnel of the trade of the Middle West and the East. He also had the opportunity of studying the forest product of the North in so far as it applied to its distribution through Toledo. In 1889, after seven years with Whitney & Tracy, Mr. Mead decided again to enter business for himself. He chose Pittsburg as the scene of his venture and future operations. That his judgment in entering the trade of the Smoky City, with its seemingly unlimited possibilities of growth, was not without good foun-

dation has been proved by the success that he has attained. He began a wholesale business under the name of J. J. Mead, and, with his knowledge of supply and distribution of northern pine, he was not long in building up a line of trade that paid a handsome profit.

Pittsburg and the contiguous territory offered an excellent field for one with the progressive ideas and forcefulness of Mr. Mead and the business he had established grew with each succeeding month. In 1892 it had grown to such proportions that Mr. Mead assented to a proposition to form a partnership with A. A. Speer, the latter also having close acquaintanceship with the trade of the section. The firm of Mead & Speer was formed and the business continued to prosper under the careful guidance of the partners. A general line of building woods was handled and to this was added, in later years, hardwoods drawn from the stocks of mills in the South, in which the firm was interested. The business was conducted as a partnership until 1904 when changing conditions led to the formation of the Mead & Speer Company. Of this concern Mr. Mead is president; Mr. Speer, vice president and treasurer, and C. L. Snodgrass, secretary. The company owns four sawmills—two band and two circular mills. One band mill and a planing mill are located at Catlettsburg, Kentucky, and the other band and two circulars at Athens, West Virginia. A stave mill and two shingle mills also are operated at Athens. The company handles annually from 30,000,000 to 40,000,000 feet of lumber, 5,000,000 shingles, mostly white pine, and 5,000,000 lath.

With the opening up of the timber resources of West Virginia Mr. Mead became interested in other lumber operations in that section. He was active in the organization of Brew, Mead & Co., which built and operates a mill at Athens. He is president of this concern and has spent much of his time in the West Virginia country. He is the owner of 6,000 acres of timber land in the northern part of West Virginia and also is a part owner of 4,000 acres in Kentucky.

Though active in following the lumber business, Mr. Mead has found opportunities in other lines of industry. He is president of the Mead Oil Company, vice president of the Star Rig Reel & Supply Company, a director in the Empire National Bank, a director in the Parsons-Souders Company, which owns a department store, and vice president of the Kessler Hospital Company, all of Clarksburg, West Virginia.

Mr. Mead married Miss Jessie Smith, daughter of James B. Smith, at Buckhannon, West Virginia, February 23, 1905. The couple resides in Pittsburg.

Mr. Mead is an independent Republican in politics, but never has sought political preferment of any kind. He is a member of the Presbyterian Church and has taken an interest in its charities and work. He is a business man of the thorough type, to whom a defined purpose is something to be accomplished regardless of the expenditure of energy or time.





Robert D. Baker

In the ranks of successful lumbermen are many who have served their apprenticeship in the employ of railroads only later to apply the lessons so gained in the conduct of their own business affairs. That the training thus obtained was of decided value in the newer field is candidly admitted. Robert Daniel Baker, of Pottsville, Pennsylvania, put in many years in studying transportation matters before he forsook this occupation to enter the business in which thereafter he made an unqualified success.

R. D. Baker is an only son, whose father was born in Catskill, New York, and his mother near Toms River, New Jersey. The forefathers of both parents early in the last century had gone to Michigan and settled in Oakland County. Robert Daniel Baker was born on a farm near Fenton, Michigan, July 21, 1856. While he still was an infant his parents moved to Holly, thirty miles west of Detroit. His father was a contractor and carpenter who died when Robert was eight years old. The boy had no home advantages as he grew up about the other people of the village. He passed through the common schools and at the age of twenty years was graduated from the high school. During the summer vacation months, while his parents were away he worked in the village store as well as being employed on the farm, and was brought into considerable contact with the community.

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ROBERT D. BAKER

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R. D. Baker is an only son, whose father was born in Catskill, New York, and his mother near Toms River, New Jersey. The families of both parents early in the last century had gone to Michigan and settled in Oakland County. Robert Daniel Baker was born on a farm near Ionia, Michigan, July 21, 1862. While he still was an infant his parents moved to Holly, forty miles west of Detroit. His father was a contractor and carpenter who died when Robert was eight years old. The boy had no better educational advantages as he grew up than the other youths of the village. He passed through the common schools and at the age of sixteen years was graduated from the high school. During the summer vacation months, when the schools were closed, he worked in the village store or on a farm near his native town, and got an insight into commercial affairs in a very meager way.

Fresh from school young Baker sought a promising opening among the business enterprises of Holly, but, unable to find anything that met his ambition, he went to Flint, Michigan, where he became a clerk in the general store of William Giberson. This was in June, 1879, and for two years he remained in this position. The outlook for advancement was not satisfying to the young man and, in 1881, he went to Sagi-

naw, then, as now, one of the great lumber centers of the country, where he secured a clerkship with the Flint & Pere Marquette Railroad, now a part of the Pere Marquette System, in the freight department. The young man had considerable ability, which he demonstrated when the opportunity was presented. Although a mere clerk he worked for advancement and was finally given the post of local freight agent for the South end. In this capacity he was brought into contact with the many shippers over the road. Practically nothing was handled but lumber and salt, and Mr. Baker not only became acquainted with several of the most prominent lumbermen of Saginaw, but made friends with them, because of his unfailing courtesy and the accommodating spirit shown in his official capacity.

His ability naturally attracted the attention of the shippers over the road, and in the spring of 1890 he was offered a position with Merrill & Ring to take charge of the sales department and to have general supervision of the office in Saginaw. The offer was accepted, and he remained in Saginaw until the firm closed its manufacturing operations there two years later. From Saginaw he went to Toledo, Ohio, where he took charge of the wholesale assorting yard which was established by Merrill & Ring. At that time all the lumber manufactured by the firm in Canada and Duluth was boated to Toledo and millions of feet were handled from the yard each year.

The increasing trade of Merrill & Ring necessitated the opening of an office in Pittsburg to care for the growing business of the firm in that section, and Mr. Baker, having the full confidence of his employers, was made sales manager in the Smoky City, in February, 1894, and continued in that position until December, 1896. By that time he had acquired such a knowledge of the business and requirements of the trade that he determined to seek a wider field and to engage in business for himself, which move he made in January, 1897. He continued thus for a year, but his capital was limited and he entered into the formation of a company. This was the

E. H. Wean Lumber Company, which was incorporated in May, 1898, with J. M. Hastings, president; E. H. Wean, of Toledo, secretary, and Mr. Baker, treasurer. Interested in the concern was James H. Rogers, of Columbus, Ohio, who was vice president. Mr. Rogers' health failing in 1899, he sold his stock in the company to Mr. Baker and Mr. Wean and the two subsequently secured the interest of Mr. Hastings, admitting in the place of these two men William S. Haymaker, of Wilksburg, Pennsylvania, and J. D. Elliott, of Duluth, Minnesota. The Wean company was originally incorporated with a capital of \$25,000, but this was increased to \$50,000 when Mr. Rogers and Mr. Hastings withdrew from the company.

In January, 1899, the E. H. Wean Lumber Company was succeeded by the Empire Lumber Company, of which Mr. Baker became president and treasurer; Mr. Haymaker, vice president, and Mr. Wean, secretary—the officers of the company today. It is a close corporation, the chief interests being those of the gentlemen named, though some of the stock is held by employees of the company in Pittsburg and Toledo. The first offices of the company were in the Tradesman's Building, but in April, 1902, larger quarters were secured in the Arrott Building, where they still remain. In 1900 the capital of the company was increased to \$100,000 and in 1902 this was raised to \$200,000, the present authorized capital.

During the first year of business of the Empire Lumber Company, under Mr. Baker's able direction, 9,000,000 feet of lumber was sold. The business done is almost wholly in white pine, and the volume of trade has expanded each year until now about 40,000,000 feet is being handled annually. The principal office of the company is in Pittsburg, but a wholesale yard and a planing mill are maintained at Toledo. This is located on the Maumee River and shipments are made by water, or by rail over the Pennsylvania or Hocking Valley railroads. The shipping facilities at Toledo are of the best, particularly for western Pennsylvania and Ohio points, and car

shortage is scarcely known. About 12,000,000 feet of white pine is carried in stock in the Toledo yard and the equipment of the whole plant is such as to afford quick and cheap handling. The planing mill has a capacity of 100,000 feet of dressed lumber a day, and turns out flooring, siding, moulding, ceiling, base, etc., such as required by the retail trade. An office is maintained by the company at Duluth, also, from which point much of the buying of stock for the Toledo yard and for car shipment is done.

Mr. Baker made a trip to the Pacific Coast in 1904 to acquaint himself with the products of that section of the country, and as a result of this trip he made connections for the handling of western white pine and sugar pine from prominent mills in California and for fir and spruce from Washington.

Mr. Baker married Miss Katherin Cambrey, of Saginaw, daughter of William Cambrey, who was for many years superintendent for Eaton, Potter & Co. They have no children. Mr. and Mrs. Baker own their home on McPherson Boulevard, Point Breeze, Pittsburg.

Mr. Baker always has taken a deep interest in Masonry. He joined the Blue Lodge at Saginaw in 1894. He is a member of Lake Erie Consistory, Cleveland, and of Toledo Commandery, Knights Templar, and of Syria Temple of the Mystic Shrine, Pittsburg. He belongs to the Monongahela Club, of Pittsburg.

He is a member of the Pittsburg Wholesale Lumber Dealers' Association and a former president of the organization, having been elected to that office in March, 1904. He is a member of the National Wholesale Lumber Dealers' Association, also, and of its committee on fire insurance.





Jacob L. Kendall

Representative, in the lumber industry of western Pennsylvania, of families old in the history of the State, rather than representing the influx of enterprise from other sections, is Jacob Louis Kendall, of Pittsburg, Pennsylvania, whose modest history is the record of a triumph of courage, endurance and pluck.

Among the early residents of Somerset County, in the Keystone State, were the Kendall and Miller families. A union of these families occurred in 1848, when John C. Kendall married Elizabeth Miller. To this couple was born Jacob Louis Kendall, on the farm of the parents in Greenville Township, December 20, 1861. He was one of a family of nine children—five sons and four daughters. The father of this family was a farmer and a lumberman, as were many of the men of that period. In the summers when farming was possible he labored on the farm, but during the winter he worked as a logger in the white pine and hemlock tracts near his home.

Young Jacob Kendall as a boy worked about the farm performing the common tasks which fell on the lot of the average youth of the district. He began his education in a district school, attending the short sessions of the winter, and continued his studies in the normal school until he was sixteen years of age. From that school he had completed his education, and then he continued his father's business. Somerset County is famous for its white pine section and the knowledge of timber through his training in the woods.

His first actual business experience began in 1880, when he became a clerk in the office of the Salisbury Lumber Company, which ran a mill at Meyersdale, Pennsylvania, eight miles from his home. For a year he held this position, and

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Young Jacob Kendall as a boy worked about the farm performing the various tasks which fell to the lot of the average youth of that section and time. He began his education in a district school, attending the short sessions of the winter, and continued his studies in the normal school until he was nineteen years old. Four years before he had completed his education, however, he had helped his father in lumbering. Somerset County in those days was prominent as a white pine section and the lad obtained a practical knowledge of timber through his working in the woods.

His first actual business experience began in 1880, when he became a clerk in the office of the Salisbury Lumber Company, which ran a mill at Meyersdale, Pennsylvania, eight miles from his home. For a year he held this position, but

was forced to give it up because of a severe attack of typhoid fever from which he suffered for three months. When he had regained his health he again sought a position in a sawmill, as a clerk. This time he secured employment in the mill of H. C. Huston, of Connellsville, Pennsylvania. He went to work for Mr. Huston in November, 1881, and four years later he was made manager of the extensive business carried on by his employer. He had demonstrated his ability to such an extent that, in 1890, Mr. Huston made him a partner in the business, which position he retained until the incorporation, in November, 1902, of the H. C. Huston Lumber Company, with a capital of \$60,000. Mr. Huston became the president of the company; Mr. Kendall, secretary and treasurer, and H. H. Maust, vice president. Mr. Kendall opened an office in Pittsburgh, upon the formation of the company, and managed the sales department, in this way making a wide circle of acquaintances in the trade of that section. He was associated as clerk, manager and partner with Mr. Huston for twenty-one years and until the death of the latter in February, 1903.

In that year Mr. Kendall bought the holdings of the Huston estate in the H. C. Huston Lumber Company, as well as the interests of Mr. Maust, and continued the business. He became president of the company, and his brother, J. C. Kendall, was made secretary and treasurer. The concern operates a mill of 25,000 feet daily capacity at Outcrop, Fayette County, Pennsylvania. An extension of Mr. Kendall's interests came in 1892, when, with another brother, S. A. Kendall, he bought the manufacturing plant of A. Knabb & Co., at Krug, now Kendall, Garrett County, Maryland. The transfer included a sawmill with a daily capacity of 50,000 feet, thirty miles of railroad and 20,000 acres of hemlock and hardwood timber. Additional purchases of timber were made and the capacity of the sawmill doubled, which brought the investment up to approximately \$250,000. The Yough Manor Lumber Company was incorporated in 1902 to take over this property, the officers being S. A. Kendall, president; J. L. Kendall, vice president,

and J. C. Kendall, secretary and treasurer. In addition to the output of the Huston company and the Yough Manor company Mr. Kendall and his brothers are large buyers of lumber from other mills. The lumber is sold through the offices maintained in Pittsburg, among the larger contracts which are filled being one calling for between 250,000 and 300,000 cross ties for the Baltimore & Ohio Railroad annually.

With his brother, S. A. Kendall, Mr. Kendall in April, 1905, bought the Stewart holdings of real estate in Stewart Township and Ohiopyle borough, Fayette County, Pennsylvania, for a consideration of \$125,000, which included 2,600 acres of virgin timber, two large hotels and sixty town lots. A valuable franchise in the deal was the water power of Ohiopyle Falls. Out of this purchase grew the Ohiopyle Company, in which are associated with the Kendalls James McKelvey, of Somerset, one of the largest charcoal manufacturers in Pennsylvania, and John A. Guiler, of Connellsville, who is heavily interested in coal, coke and sand properties in Fayette County. The company is incorporated for \$60,000. Two sawmills were built having a combined capacity of 30,000 feet a day, both being located at Ohiopyle, seventeen miles east of Connellsville. Mr. McKelvey manufactures charcoal from the refuse of the two mills and the lumber is sold through the Pittsburg office of the Kendalls. Mr. Kendall himself holds no office in the concern, but has the controlling interest.

One of the largest undertakings of Mr. Kendall was the purchase of the property of the Preston Lumber & Coal Company, in Maryland, the sale of which was consummated October 1, 1905. The property included about 24,000 acres of virgin timber, consisting almost wholly of hemlock and hardwood. The sawmill on the Preston property is at Crellin, Garrett County, and is a double band and circular mill with a daily capacity of 75,000 feet. Thirty-two miles of standard gauge railroad connect the plant with the Baltimore & Ohio Railroad at Hutton, Maryland. The equipment of the road consists of three locomotives, fifty cars and a log loader with

a capacity of loading 100,000 feet of logs a day. The timber is located in Garrett County, Maryland, and Tucker and Preston counties, West Virginia, and the tracts are estimated to contain 250,000,000 feet. The consideration of this deal was about \$650,000.

Out of the Yough Manor Lumber Company and the Preston Lumber & Coal Company was formed the Kendall Lumber Company, with J. L. Kendall as president; S. A. Kendall, vice president; J. H. Henderson, secretary; J. C. Kendall, treasurer, and W. F. Schatz, auditor. A charter was secured under the laws of West Virginia authorizing a capitalization of \$300,000.

Other enterprises have been engaged in by Mr. Kendall and he is a director and stockholder in the Meyersdale Coal Company, incorporated to carry on mining operations; a director and treasurer of the Kendall Coal & Coke Company, manufacturer of coke at Broadford, Pennsylvania; president of the Guiler & Kendall Sand Company, of Perryopolis, Pennsylvania, and a director of the First National Bank, Connellsville, Pennsylvania.

Mr. Kendall's married life has been a most happy one. He wedded in January, 1893, Miss Kathryn Guiler, daughter of the late Andrew Guiler, of Connellsville. Four children have come to their home—Mary Willa, Kathryn, Jacob Louis, Junior, and Eugene Wallace. The family residence is at 330 Negley Avenue, East End, Pittsburg. Mr. Kendall has but little time to devote to social affairs because of his diversified interests, but he is a member of the Duquesne and Monongahela clubs, of Pittsburg.





Alexander Willson

To keep step with the march of progress in the commercial world and hold a position toward the front, requires a skill and forcefulness as unusual as the number is small who occupy such a position. Only those who have the mental and physical stamina to endure the strain imposed by conditions of modern business life can hope to reach success, and youth has a special advantage. A man of such position and character is Alexander Willson, of Pittsburg, Pennsylvania.

Within the last decade he has stepped from the rank and file of the employed and, with his elder brother, launched forth into a business that has prospered. This is not due to any stroke of fortune, but to his own pluck and energy and the business integrity that has stamped him as a leader in the lumber trade of his city. He still is a young man who, apparently, has yet to reach the highest mark of success.

Alexander Willson carries of Scotch-Irish ancestry, and some of the nobler qualities prevalent in those races are to be found in his makeup. There is a doggedness of purpose in his manner that suggests the Scotch blood, and by the Irish strain he has been endowed with a capacity for work that has assisted greatly in advancing him to the position he occupies today. His father was Andrew Patterson Willson and his mother Lavonia Cunningham Willson. He is one of the four living sons of this couple. The father was a follower of agricultural pursuits in Washington County, Pennsylvania, and was a lumberman as well, so true it might be said that the roots came naturally by that thing for the business industry. In the early days it was the custom of the farmers in that section to till the soil for six or seven months of the year and spend the remainder of the time logging or working with similar.

Upon the farm at his birth in Washington County, Pa.

ALEXANDER WILLSON



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Upon the farm of his father in Washington County Alex-

ander Willson was born January 14, 1868, and he spent his childhood days in the quiet atmosphere of the farm. He still was a boy when the family moved to Westmoreland County, in the same State, in the schools of which county he began his education. He attended the public schools until he was seventeen years old and afterward entered the West Newton high school. The summer months he put in about the farm, giving what assistance he could and learning lessons of industry. Leaving the high school he went to Rochester (New York) Business University, where he studied the latest methods of commercial life.

With this mental equipment young Willson, upon completing the course at the college, went to Philadelphia, where he entered the employ of George Watson & Son, building contractors, as bookkeeper. Being obliged to give up this work because of its confining nature and the consequent ill effect upon his health, he went to Kansas in 1889 and engaged with the Union Mortgage & Trust Company, of Marion, as an examiner of land. He remained in this position for three years and then entered the employ of the Ash Grove White Lime Association, of Kansas City, with which concern he remained three years. During this connection a portion of his time was spent at the heading and stave plant of the association at Black-rock, Arkansas.

Leaving Arkansas in the spring of 1896, Mr. Willson went to Pittsburg and in May of the same year joined the office force of E. V. Babcock & Co. His brother, Frank E. Willson, was in the service of the same concern and both young men devoted themselves to the interests of their employers. Prepared by the training they there acquired, the Willsons determined to enter the lumber business for themselves. On January 1, 1898, they formed the firm of Willson Bros. and opened offices in Pittsburg as lumber jobbers. The firm's capital was not large, but the brothers held the esteem and confidence of the wholesale and manufacturing trade and they were given all the credit that was required for the conduct of the business in

its earlier stages. That Mr. Willson and his brother were active and progressive from the outset is shown by the fact that during the first year of the existence of the firm they handled approximately four hundred cars of lumber, valued at more than \$100,000. The business was carried on without change, as a partnership, until December 31, 1904, when the brothers incorporated it as the Willson Bros. Lumber Company. The authorized capital stock of the company is \$150,000, all of which has been paid in, and but little stock is held by others beside the two brothers. F. E. Willson became president of the company and Alexander Willson its secretary and treasurer.

With the growth of the business each succeeding year, the Willson brothers early recognized the necessity of having permanent mill connections from which supplies of lumber could be drawn. A heavy interest in the Major & Loomis Company, of Hertford, North Carolina, was bought in 1902. This company had a modern band sawmill with dry kilns and planing mill at Hertford, on the line of the Norfolk & Southern Railroad. The mill has a capacity of 12,000,000 feet annually, and the company has holdings of North Carolina pine timber sufficient to carry on the operations for another decade. Mr. Willson is vice president and a director of the company. Another investment made by the Willson brothers in the same year was in the Conway Lumber Company, of Conway, South Carolina. The timber held by this company aggregates 100,000,000 feet of shortleaf pine, and the concern has in operation a complete band mill and planing mill with an annual capacity of 12,000,000 feet.

A tract of 12,000 acres of hardwood, hemlock and spruce timber lands at Wildell, West Virginia, was bought in 1903 by Willson Bros. in connection with the Wilson brothers of the Wilson Lumber Company, of Elkins, West Virginia. The tract lies along the line of the Coal and Iron division of the West Virginia Central & Pittsburg Railway. Subsequently this timber land was taken over by the organization known as

the Wildell Lumber Company, of Wildell, which was chartered with a capital of \$150,000 to carry on an operation. A modern band sawmill, together with a planing mill, is in operation at Wildell and the mill has an output of 75,000 feet of lumber a day. Still another enterprise controlled by the Willson brothers is the Willson Bros. Lumber Company, of Huntley, Pennsylvania. This concern has a mill with a capacity of 10,000,000 feet a year and has ahead of it considerable white pine and hemlock timber. All of these operations are prosperous, and the Willson Bros. Lumber Company acts as sales agent for the several institutions, which gives it a wide line of stock to draw upon.

Mr. Willson married Miss Elenore Hamilton, daughter of J. P. Hamilton, of East End, Pittsburg, June 6, 1905. The couple occupies a beautiful home on Darlington Road, Squirrel Hill. Mr. Willson is quiet and unassuming in manner. He is a typical earnest young business man of today, and has a host of friends both in and out of the trade.





G. Walter Gates

In no other section of the country is demanded of a man more industry and integrity than in the East. Brawn, nerve and persistence count there for their truest value, because to conduct business where competition is so strong involves a constant battle of ability and resource. Only those who have the best mental equipment come to the front and stay there, while the less fortunate fall back into the ranks of those who aspire yet fail. One of the men who has come to the front in eastern lumberdom is G. Walter Gates, of Pittsburg, Pennsylvania.

It is a question whether or not an instinct for the lumber industry is transmitted from one generation to another. Apparently it is true in the case of Mr. Gates. His grandfather, George Walter Gates, after whom he was named, operated a sawmill at Lunenburg, Vermont, though its equipment of a mulay saw with a capacity of 5,000 feet a day, large as it was then, would appear insignificant beside the output of any modern mill. It was in the Green Mountain State that Mr. Gates' father, George P. Gates, and his mother, Elizabeth (Emery) Gates, were born and married. The couple moved with the grandfather to Independence, Missouri, about 1835, where the senior Mr. Gates became a judge of the State Court and was succeeded on the bench by another son, Edward P. Gates. George P. Gates followed the banking business for many years, was largely interested in the Bank of Independence and was vice president of the Mississippi National Bank at Kansas City, which a few years ago was consolidated with the National Bank of Commerce.

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George Walter Gates was born at Independence, February 17, 1868. He was a bright student in the schools and graduated from Westminster College, a state institution, at Fulton, Missouri, in 1888. As a young man he secured an insight into

the lumber business through an operation carried on by his father in clearing off the oak and walnut timber from a tract of land which he had purchased near Independence.

The year after Mr. Gates left college he entered the employ of Harmon, Rugg & Co., who conducted a wholesale and retail business with a yard at Kansas City. He held a clerical position and his chief duties were the getting out of shipments. In 1891 he bought an interest in the firm of Harmon, Rugg & Co. and also in the American Lumber Company, the latter concern operating a mill at Milner, Arkansas. He became president and manager of that corporation and made his headquarters at Milner. At that time this was about the only plant in the South that had a modern band mill, planing mill and dry kiln and, perhaps, the only concern shipping yellow pine out of Arkansas. The mill had a daily capacity of 50,000 feet and the timber owned was sufficient for a five or six years' cut. The business was successful and the outlook was the brightest until 1896, when the depression in the industrial and financial world left no outlet for the stock of the mill. Prices declined until they reached a level where a profit could not be made on the lumber produced, and the railroads which had been heavy buyers went into the hands of receivers and the purchases of supplies were halted. Mr. Gates was tired of living in the swamp country and anxious to get back into civilization and, apparently, the time presented an unusually good opportunity to close out the operations. The remaining timber owned by the company was sold to William Cannon and the mill was also disposed of and Mr. Gates and the others interested in the company—John C. Harmon, now of Chicago; Fred O. Rugg, of Kansas City, and John W. Sipher, of Monmouth, Illinois—withdraw.

Mr. Gates left Milner in 1897. His next venture in the lumber business was with J. F. Crawford, of the J. F. Crawford Lumber Company, of Louisiana, Missouri, in the line yard business. He severed his connection with this firm in 1899 and went to Pittsburg, where he became manager of the pine de-

partment of the American Lumber & Manufacturing Company. He had no interest in the concern at the time and it was not until two years later that he became a stockholder, and a year later that he was chosen vice president and secretary, the other officers being W. D. Johnston, president, and L. B. Oehmichen, treasurer. Mr. Gates also is a stockholder and the treasurer of the Florala Saw Mill Company, of Paxton, Florida. This company was organized in 1903, with a capital of \$200,000, and operates a mill with a capacity of 80,000 feet daily.

Some idea of the widely extended business carried on by the American Lumber & Manufacturing Company, in which Mr. Gates takes a leading part, may be gleaned from the fact that shipments of hickory are made from West Virginia to California, from which State redwood is shipped to the originating point of the hickory. Again, white pine is shipped by the company in Wisconsin to southern points and from these southern points yellow pine is shipped into Wisconsin. The coastwise and export business of the corporation forms no small part of the yearly volume of its trade. Ten men are kept continuously on the road, and Mr. Gates has perfected a system by which an accurate record is kept of the sales made by each man and the profits on each order. Another idea of his was weekly meetings of the heads of the several departments, when the whole situation is discussed and suggestions offered and considered. Besides handling the cut of the Florala Saw Mill Company, the American Lumber & Manufacturing Company disposes of the output of the Ayden Lumber Company, of Ayden, North Carolina; the quartered oak and hardwoods of Audrey, Edwards & Co., of Lafayette, Kentucky, and the poplar and hardwoods of the Caney Fork Lumber Company, of Baxter, Tennessee. The company has a white pine yard at Marinette, Wisconsin, where a large percentage of its stock is concentrated. Approximately 10,000 carloads of lumber are handled a year, though this number was exceeded in 1905 because of the great prosperity which prevailed in every line of

industry. The company makes a specialty of the railroad and car building trade.

Much of the success of the company in recent years has been due to the careful and aggressive methods employed by Mr. Gates. He has proved a most capable assistant to President Johnston and through their efforts much good fortune has been met. Mr. Gates pays particular attention to the credits extended by the concern and the results have shown his wise precautions.

Mr. Gates married Miss Adaline Sayre Meek, February 1, 1901. Mrs. Gates is the daughter of James F. Meek, a wholesale dry goods merchant of St. Louis. The couple has one child, a boy, three years old—George Walter Gates, Junior. The Gates home is at Shadyside, East End, Pittsburg, and the family is prominent in the social circles of the city. Mr. Gates is a member of several clubs and is a Mason.





Lewis Dill

In the foothills of the Blue Ridge Mountains, in the western part of the State of Maryland, lies the little town of Frederick, where, early in the days of the Revolution, settled the Scotch-Irish family of Dill. From this family, and linked with the interesting history of the foothills, came Lewis Dill.

It was in Frederick, then a considerable village, in November, 1765, that the Stamp Act, which had received the royal assent only a few months before, was first publicly repudiated in the colonies by the county judges. This town was the home of Chief Justice Roger B. Taney and of Francis Scott Key, the author of "The Star Spangled Banner." In a later period of the history-making of the Nation it was the scene of one of the battles between the sons of the North and the sons of the South, and Frederick was frequently the camping ground of either army and within hearing distance of the guns of Antietam and of Gettysburg. Here also was the home of Barbara Fritchie, celebrated in song and story which modern romance has blended with the stories of William Tell, of Robin Hood and Pocahontas, and of others which humanity prides to believe are true.

Frederick has much to do with the molding of a man's character, and the highest that exists in the atmosphere of these valleys. Frederick means, in both its theologic and successful way in which it influences and molds the life's work. When a man has the better understanding of the community in which he lives, and the respect and regard of the business associates, not alone in our western Maryland but in the entire country, then may it truly be said he is a man. Lewis Dill, of Baltimore, Maryland, is as distinguished as a citizen and as a lumberman.

Mr. Dill was born September 24, 1855. His preliminary



LEWIS DILL

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Environment has much to do with the molding of a man's character, and the boyhood days spent in the atmosphere of these hills may have had much to do with the modest yet successful way in which its offspring has pursued his life's work. When a man has the fullest confidence of the community in which he lives, and the respect and good-will of his business associates, not alone in one section but through the entire country, then may it truly be said he is honored. Lewis Dill, of Baltimore, Maryland, is so distinguished as a citizen and as a lumberman.

Mr. Dill was born September 19, 1859. His preliminary

education was gained in the public schools and later he attended Frederick College, from which he graduated when he was seventeen years old. At this early period of his life, he was imbued with the spirit of commercialism, and as soon as he was free from school he secured a position as clerk in a large jobbing house in Baltimore. His ability and ambition carried him rapidly to the place of bookkeeper, and then to that of office manager; and, after ten years, when it became necessary to close the business, the responsible task of its liquidation was intrusted to young Dill.

After the affairs of this business were settled, Mr. Dill was initiated into the lumber business. His first employment was with Samuel P. Ryland, a prominent lumberman, for whom he acted as office man, and during this time he gained a wide insight into the distribution of lumber and became acquainted with the credit and personnel of the trade, and in his travels for the company in the eastern markets developed marked ability as a salesman.

The opportunity to devote his talents to his own interests exclusively came in 1889, when, with Louis C. Roehle, he formed a partnership under the firm name Dill & Roehle. For ten years they conducted a wholesale lumber business, which was successful from the start and until the failing health of Mr. Roehle compelled a dissolution of the partnership. Mr. Dill has since carried on the business alone as Lewis Dill & Company. For years the firm has been a leading factor in Baltimore and Washington and in the car market trade of the East, to which section it ships almost exclusively. It confines its manufacture to kiln-dried North Carolina pine and the long-leaf yellow pine of the lower South.

Mr. Dill has ever been an association worker, contributing his time and energy to anything that tends to promote the interests of the trade organizations. He has been an active member of the Baltimore Lumber Exchange since he entered business for himself. In 1897 he was chosen its president and during his first term the membership was increased from thirty to

seventy houses and made to include nearly all the dealers in the city and vicinity. So thorough and advantageous was his administration that he was continued for five years as president. For fifteen years, during which time he has been annually elected to the board of managers, he has given his aid and counsel in promoting the good government and best interests of the exchange. The high esteem and regard in which he is held by his fellow members was voiced recently by the then president of the exchange, in a speech to a lumbermen's association, in which he said: "To Mr. Dill more than to any other man in the trade at Baltimore, or, for that matter, more than to any other ten men, is due the credit for the standing of our exchange. He has been for years an energetic and high toned worker, an inspiration and a stimulus to the rest of the members to follow him in his good work."

In 1900 Mr. Dill was elected a trustee of the National Wholesale Lumber Dealers' Association. It was not remarkable that at the convention held in Philadelphia in 1905 he should have received the unanimous vote of the members for president of the association. It was a foregone conclusion that his administration of the affairs of this organization would be but a repetition of the success he had attained in every enterprise with which he had ever identified himself. As president of the association, he carried on the business with a fidelity to the trust imposed that but added new laurels to those already won.

In Maryland politics Mr. Dill is known as an independent Democrat, and, while he has not sought nor held public office, he takes an active interest in the elections. Following the disastrous fire in the business district of Baltimore, he served on the citizens' committee by appointment of the mayor, at the suggestion of the lumber trade. This committee had under consideration the making of a new and more beautiful city, involving the expenditure of \$20,000,000. He was an incorporator and director of the Lumber Storage and Wharfage Company, organized to take over the largest of the piers built

by the city for the purpose of facilitating the handling of lumber received at Baltimore.

Mr. Dill has been identified also with specialized lumber fire insurance, being a director of the National Lumber Insurance Company, of Buffalo, New York, and a member of the board of Lumber Underwriters, of New York.

Mr. Dill's parents were Lewis H. Dill and Margaret Houck Dill. He married, in January, 1884, Miss Margaret Repp, of Carroll County, Maryland. They have one son, L. Alan Dill, now nearing manhood, who is a student at the Johns Hopkins University.

Mr. Dill is a member of the Merchants' and the Maryland Country clubs. The family home is in Walbrook, a pretty suburban section of Baltimore.





His success through
and is largely due to
mastering the diverse

HUBBARD P. SMITH



HORACE P. SMART

Horace P. Smart

Genius in some particular line of industry or branch of commerce has been the means of bringing success to comparatively few men; it is rather the capacity, physical and mental, to accept conditions as they are, and to use them and turn them to the best advantage, that enables men to stand out prominently in the varied walks of life. This is eminently true of the career of Horace Pearson Smart, of Savannah, Georgia; a man who, though now past the prime of life, is still versatile in his abilities and strong in action as a factor in the lumber commerce of the Southeast. As a young man he went to the south country and grew with its growth, and to him must be given credit for assisting in the development that has been witnessed there in the last two decades. His success through years of toil has been of his own making, and is largely due to his versatility of mind and his faculty of mastering the diverse details of many interests.

Mr. Smart is a native of the Granite State, the ruggedness of which is suggested in his strong character. He was born at Great Falls, New Hampshire, in 1834. His father was Jacob Smart, a skilled machinist who had charge of Swampscot machine shops, South New Market, New Hampshire. The son, after obtaining an education in the public schools, was apprenticed, as were also his two brothers, as machinist in the shop where his father could oversee his work. Young Horace was an unusually observing youth and became deeply interested in mechanics. He was possessed of practical ideas and given to exercising them even during his apprenticeship.

Prior to 1850 there were practically no railroads, such as we know them today, in the South, and when Horace Smart's attention was drawn to that part of the United States and he had made up his mind to go there, the journey had to be made by

steamboat and stage. It was not difficult for the young man to find employment in the new field, as first-class mechanics were few. His first job was on the old South Carolina Railroad as an engineer and machinist, and he held that position until 1854. Going to Savannah in that year he became an engineer on the Georgia Central Railway, remaining with that road for four years and gaining a reputation as a first-class engineman. Leaving this company, he became master mechanic with the Vicksburg, Shreveport & Texas Railroad.

In 1860 Mr. Smart was commissioned to take to Shreveport the first locomotive ever carried into that part of the country. The engine was conveyed by steamboat from New Orleans. He took an active part in the extension of the road through Marshall, Texas, and was thus one of the pioneers in railroad building in the Southwest. His railroad experience was not confined to the South, however, for in 1857 he was engaged for a time in running a construction train used in building the Toledo, Peoria & Western Railway from Gilman to Chenoa, Illinois.

While engaged in construction work in Louisiana, in 1859, Mr. Smart came in touch with the lumber business. His first venture in the industry was the buying of a small interest in a cypress mill in Madison Parish. While this did not require his attention, it gave him a taste of a business in which he was later to be so prominent and so popular a factor.

Reverting to the outline of Mr. Smart's railroad experience in Texas, he finished his labors there in 1862. From Marshall he went to Cuba, where he took charge of the machinery on a sugar plantation. For seven years he filled this position and added to his store of knowledge of mechanics and agriculture and learned something of a country of which little was known in those days. It was because of the outbreak of the ten-year-war that he returned to the south country. His next position was as superintendent of the mechanical department of the Studebaker plant at South Bend, Indiana, where he remained until 1871.

Apparently the time had come, Mr. Smart thought, for him to settle down to a permanent business, for his experiences had thus far been in New Hampshire, South Carolina, Georgia, Louisiana, Texas, Illinois, Indiana and on the island of Cuba. With this determination, in 1871 he went back to Georgia, locating in Emanuel County, and engaged in the lumber business with his brother, A. G. Smart. The firm was H. P. Smart & Bro. and the business was continued until 1898, although about 1892 it was merged into that of the H. P. Smart Lumber Company.

He gave up the active management of H. P. Smart & Bro. in 1877 and associated himself with Major D. C. Bacon, now deceased, in the lumber business. The firm of D. C. Bacon & Co. was formed at Savannah, Georgia, and continued until 1900. Mr. Smart's connection with this firm marked his branching out in the industry. The firm owned and operated the Amoskeag Lumber Company, at Amoskeag, Georgia; the Pinopolis Saw Mill Company, at Pinopolis, Georgia, and the Vale-Royal Manufacturing Company, at Savannah. In 1899 Mr. Smart exchanged his interest in the Pinopolis Saw Mill Company for Major Bacon's interest in the Vale-Royal Manufacturing Company, and in 1902 Mr. Smart sold that company's entire business to the Hilton-Dodge Lumber Company, of Darien, Georgia.

As director in several lumber and financial institutions, Mr. Smart is still active in commercial affairs in the South. He is a director of the Southern Pine Lumber Company, also of the Southern Bank of Georgia, at Savannah, and a director and member of the executive committee of the Georgia Southern & Florida Railway Company, and was chairman of the bondholders' committee of that road when it was reorganized a few years ago. He is also in the directorate of the Savannah Investment Company, the Chatham Real Estate & Improvement Company, of Savannah, and the Georgia Telephone Company.

In 1902 Mr. Smart decided to give up his active interests in the lumber business and devote a year or more to travel and

recreation. Starting the latter part of July of that year he went to the Pacific Coast, traveling from one end to the other, and then sailed across the Pacific to Japan. From there he went to China, India, Egypt, Italy and the Continent. The trip was planned to occupy nearly a year and a half and Mr. Smart returned in almost as good health and spirits as when as a boy he first reached Savannah.

Mr. Smart is a Mason of high standing and a member of Alee Temple, Nobles of the Mystic Shrine. He is a loyal Hoo-Hoo, having been initiated September 8, 1893, at Chicago. During the world's fair in Chicago he was president of the Pickwick Club.

He married Miss Jane Rice, of Savannah, May 27, 1871. They have one son and four daughters—H. P. Smart, Junior, H. Marion, Ysabel, Sara G. and Jane M. Smart.

There is one trait of Mr. Smart's character that has especially endeared him to all with whom he has come in contact in business or social circles—he has never wearied of life nor for a moment given outward show of his distrust of his fellowmen. He has never forgotten how to laugh, and his is a laugh that is infectious—the expression of a heart full of joy and well meaning. Time by no means has laid a heavy hand upon this citizen of the sunny southland, and he is in perfect health and declares he has never been sick in his life. Wherever he goes he can study and appreciate new scenes with all the enthusiasm of youth.





William Grayson

Recognition of the pioneer is a very selected line of business, or freighting, as it is sometimes denominated, and the courage to devote one's capital and energies to the working out of the theoretical conditions has often been the means of creating an interest in the dormant rank of successful business men. It is the pioneer who assumes the great risks involved in any enterprise who must be given credit for what he has accomplished. A pioneer in the production and marketing of yellow pine is William Grayson, of St. Louis, Missouri.

Early in the '70's he became a principal figure in a company that was for a quarter of a century known as the St. Louis Refrigerator & Wooden Coffer Company. From this institution grew the extensive manufacturing and wholesaling business of the Graham-McLeod Lumber Company, of which he was the head until 1921 and which is one of the largest operators of lumber in the St. Louis area.



WILLIAM GRAYSON

William Grayson

Recognition of the possibilities in any selected line of business, or foresight, as it is sometimes denominated, and the courage to devote one's capital and energies to the working out of the theoretical conclusion has often been the means of placing an individual in the foremost rank of successful business men. It is the pioneer who assumes the great risks attached to any enterprise who must be given credit for what has been accomplished. A pioneer in the production and distribution of yellow pine is William Grayson, of St. Louis, Missouri.

Early in the '70's he became a principal figure in a company that was for a quarter of a century known as the St. Louis Refrigerator & Wooden Gutter Company. From this institution grew the extensive manufacturing and wholesaling business of the Grayson-McLeod Lumber Company, of which he is at the head today and which is one of the largest operators in the shortleaf pine belt of Arkansas.

Mr. Grayson is an Englishman by birth, having been born at Droylsden, near Manchester, in 1844. It was in his native country that he secured his education and spent his early days. The prospects of success appeared brighter to him in the United States and, impelled by ambition, he went to St. Louis in 1870. His first employment was in the railroad express business, which he followed for three years.

An opportunity to engage in business for himself, where his earnest labors would prove of more direct personal benefit, occurred in 1873. June 5 of that year he organized the St. Louis Wooden Gutter Company, having as his associates in this enterprise L. H. Cordry and C. W. McGregor. The purpose of the company was the manufacture of wooden eaves-troughs, or gutters, for which there was considerable de-

mand. The original capital was \$25,000, but only half of this was paid in. It was no large amount to begin business with, but it sufficed to meet the needs of the company when the business was inaugurated. A policy of expansion was early adopted by Mr. Grayson and his partners, which policy he has consistently followed in all his connections. The manufacturing of refrigerators was added to the initial line and in 1875 the name of the concern was changed to the St. Louis Refrigerator & Wooden Gutter Company. This title was borne until April, 1902.

The entrance of the company into the wholesale lumber business, which afterward grew to extensive proportions, was in January, 1876. By this time the lumber requirements of the factory had so increased that Mr. Grayson deemed it necessary that an independent source of supply should be obtained for the plant. With this in view a sawmill at Hope, Arkansas, was bought. The mill was a single circular affair of what would now be considered small capacity, but it provided for the company's demands until 1880, when saw and planing mills were erected at Whelen, Arkansas.

Another plant was built at Gurdon, Arkansas, in 1882, and has been improved and enlarged since then. Two years later another large plant was erected at Daleville, Arkansas. The two last-named plants furnished substantially the stock for the wholesale lumber business of the St. Louis Refrigerator & Wooden Gutter Company during the earlier period. Mr. Grayson was energetic and aggressive in his business methods and it was not long before the company was led to an expansion beyond its own resources; it thus became a heavy buyer of mill cuts and handled not only Arkansas pine but longleaf yellow pine, oak and other hardwoods.

For years the business progressed under the direction of Mr. Grayson, expanding until the company became one of the heaviest manufacturers of lumber in the South and one of the largest lumber wholesaling concerns in the country. Through a visitation of the elements in 1896 the policy of the company

was changed. Fire and a tornado wiped out the big manufacturing plant of the company at St. Louis. In the course of reconstructing its affairs the company retired from the miscellaneous lines in which the plant was utilized, and devoted itself exclusively to the lumber business. About two years after the fire N. W. McLeod bought all of the stock in the company not owned by Mr. Grayson, the company then being composed of Mr. Grayson, who organized it, and Mr. McLeod.

A reorganization marked this change and the Grayson-McLeod Lumber Company became the successor to the St. Louis Refrigerator & Wooden Gutter Company, William Grayson becoming president; N. W. McLeod, vice president and treasurer, and W. E. Grayson, secretary. Mr. Grayson's work has always been on the manufacturing side of the business, with general executive oversight, while Mr. McLeod has charge of the sales department and the finances.

Going back to the history of the business as made by Mr. Grayson, many changes may be found. The present plant at Gurdon was erected about six years ago and includes a band and gang equipment, a modern planing mill and a railroad eighteen miles long. In connection with the Daleville plant the company owns and operates a standard gauge railroad thirty-five miles in length, operated by a separate corporation, which does a large passenger and freight business. The company in recent years built a plant at Kirby, Arkansas.

Mr. Grayson from his entrance into the lumber business has been a firm believer in the value of standing timber, and his belief has left its mark on the policy of the company. Years ago the company purchased in Pike and Clark counties, in Arkansas, 78,000 acres of yellow pine timber land and made other investments, until now it has more than 100,000 acres of pine land on which is estimated to stand not less than 612,000,000 feet of timber. In connection with the purchases in Pike and Clark counties Mr. Grayson and Mr. McLeod bought the Arkansas South-western Railway, which extended from Smithton to Pike City, Arkansas, a distance of thirty-four miles.

This road, by the elimination of grades and curves and improvement of the roadbed, was put in first-class condition by the expenditure of approximately \$100,000 and the line was extended into Gurdon, this branch being used for the passenger business and the Smithton line for freight purposes.

Practically all of the timber adjacent to this railway, including much hardwood, is owned by the company, which has encouraged the establishment and maintenance of small mills to work up the varied timber of the section. In the purchase of timber lands, the acquirement and building of railroad properties and the establishment of manufacturing plants, Mr. Grayson has shown rare ability and foresight. The combined properties constitute a very heavy investment of capital which Mr. Grayson and his associates readily contributed, and, in spite of the exceedingly large losses the company has sustained through fire and storm, it has been one of the solid institutions, financially, of the Southwest. The present capital is \$1,000,000, though that amount comes far from representing the actual value of its various holdings, but, in contrast with the capital of \$25,000 with which the business was begun, it clearly represents the growth of this remarkable enterprise.

Mr. Grayson's foresight, integrity and conservative progressiveness are entitled to the credit for the success which the company has achieved. He is a tireless worker as a business man, quick in decision and action, and with a keen grasp upon any question presented to him. Personally, he is an extremely retiring man who seeks no prominence socially or politically. His duties in the company are such that many among its customers and associates have never met him, but he has, nevertheless, a large circle of business and social acquaintances and friends.





Nelson W. McLeod

A man's career in the commercial world may be remarkable for its rapid rise to prominence and yet not be of a remarkable character. A marked example of the young man in business who possesses to an ordinary degree the qualities of energy and progressiveness, and notably that of leadership, is Nelson Wesley McLeod, of St. Louis, Missouri.

He is well known in the lumber trade through his connection with one of the great wholesaling and manufacturing concerns of the country. He has gained an enviable reputation as a manager and salesman and has been especially identified with the hardwood business. His whole life's work has been characterized by thoroughness. By the trade at large he is recognized as a believer in organization, and he supports not only the association representing the branch in which he is directly engaged, but others; and retail associations generally are his stronger champions and none more ready to admit the claims to the consideration of the wholesalers and manufacturers than he.

Mr. McLeod comes of stock of sturdy New England, a branch of the country whose very ruggedness seems to have been impressed upon those of her sons who have gone into the commercial and civic arena. He was born at Calais, Maine, in 1867, and he is, therefore, just crossing the meridian of life. His boyhood days were spent in and about Calais, though sometimes even celebrated in song and told in story. His development much as was affected the youth of the day—in the late nineteenth century would be gained the callings of an education. When thirteen years old his ambition led him toward a commercial career and he secured employment in the railroad service as a telegraph operator. For nine years he followed this occupation, becoming familiar with traffic matters generally.



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Mr. McLeod comes of stock of sturdy New England, a section of the country whose very ruggedness seems to have impressed itself upon those of her sons who have gone into other sections and won success. He was born at Calais, Maine, April 28, 1860, and he is, therefore, just reaching the meridian of life. His boyhood days were spent in and about Calais, whose name has been celebrated in song and told in story. His education was such as was afforded the youth of the day—in the little district school he gained the rudiments of an education. When thirteen years old his ambition led him toward a business career and he secured employment in the railroad service as a telegraph operator. For nine years he followed this occupation, becoming familiar with traffic matters generally.

Drifting away from his old home toward the West in 1882 he entered a new field, securing the management of a retail lumber yard at Centralia, Kansas. In four years his experience was such that he became capable of acting as manager of a line of retail yards on the Burlington & Missouri River and the Union Pacific railroads. His ability attracted the attention of A. J. Neimeyer, now of the Monarch Lumber Company, of St. Louis, who, at that time, was conducting an office in Texarkana, Arkansas. Mr. McLeod's headquarters were at Kearney, Nebraska, when Mr. Neimeyer induced him to resign his position and assume charge of the Neimeyer interests at Texarkana. Mr. McLeod remained there until the fall of 1890.

His next venture was in St. Louis, where he became manager of the St. Louis Refrigerator & Wooden Gutter Company. Two years later he made another change, this time from yellow pine to hardwoods. He took charge of the office and sales department of the Boyden & Wyman Lumber Company, of St. Louis, whose hardwood mills were in southeast Missouri. Later, this concern was reorganized as the McLeod Lumber Company. During the period he held the position of manager, until early in 1898, the company manufactured more than 120,000,000 feet of oak and gum lumber, this great output being marketed satisfactorily by Mr. McLeod.

In February, 1898, the McLeod Lumber Company, having cut all its timber, concluded to go out of the hardwood business, and Mr. McLeod bought an interest in the St. Louis Refrigerator & Wooden Gutter Company. On July 1 of the same year he took charge of the office and sales department of the company in St. Louis, with all the allied interests, and since that time he has held the position with conspicuous ability. With his associates in this concern Mr. McLeod, in 1899, purchased 72,000 acres of pine timber lands near the mill plant of the company at Gurdon, Arkansas, and Arkadelphia, Arkansas, which insures the life of these mills for many years.

Mr. McLeod's business methods are characterized by di-

rectness and force. While he has good judgment and is reasonably diplomatic, these are not his chief characteristics, though he is ever ready to change the direction of his effort when he sees that he has made a mistake, or that his work would be more effective along another line. But it takes sound logic to convince him, and while he believes he is right nothing can swerve him from his path. Perhaps his rugged, dogged persistence comes, in part, from his Scotch ancestry, but his self-reliant, independent characteristics are largely the result of his life training. His varied career has rounded the sharp corners and made him the practical, forceful man of affairs he is today.

He has had wide experience in association work, his first efforts in this direction being with the retailers. Then he joined in the work of the Southern Lumber Manufacturers' Association as a committeeman, a director and as president of the organization. When the National Lumber Manufacturers' Association was organized, geographical location had something to do with the choice of the presiding officer. Mr. McLeod was chosen president of the Association by a large majority, and he was unanimously reelected the following year in appreciation of his development work.

As a factor in yellow pine distribution and by his skillful business methods he attracted the attention of bankers, and he became vice president of the German Savings Institution, of St. Louis.

In 1903 Mr. McLeod organized the business men of St. Louis in advocating the nomination of Hon. Joseph W. Folk for governor of Missouri. Mr. McLeod, as chairman of the committee, conducted the campaign, for both the nomination and election, against the combined forces of the Republican party and the machine element of the Democratic party. Mr. Folk's nomination and election testify to the character of the campaign. Mr. McLeod was urged to continue in politics, but he has no political ambitions and upon Mr. Folk's election retired from active participation in the party councils.

Mr. McLeod married, in 1884, Miss Alice G. Albon, of Cobden, Illinois, who, with their two children, makes Mr. McLeod's home the most attractive spot on earth to him. The children are Eloise and Gertrude. Mr. McLeod is a charming entertainer of intimate friends, and the social side of his nature is distinct in its delightfulness. He is a lover of music and is somewhat of an expert amateur in photography. He is vice president of the Mercantile Club, of St. Louis, which embraces in its membership prominent men of the Mississippi Valley—men who have made St. Louis the city it is today. Mr. McLeod rarely visits the club, except for lunch or business during the day, preferring the comforts of home to life at the club. He is a member of the Glen Echo Golf Club, St. Louis' leading country club; he is a golfer, a billiard player of ability and is fond of any pastime which requires skill and which his exhaustive business affairs allow him opportunity to follow.

Mr. McLeod has led a very active life and already has achieved that for which many men work all their lives. He bears a high reputation among his fellow lumbermen as a manager and as a successful marketer of lumber.





CLARENCE D. JOHNSON

The great building on the lower qualities is character and it goes well when first comes in contact, and the ability to make adjustments to change growth, are part of the mental making of men, that are somewhat uncommon of today. It is an easy way to get into a business, but something more than knowing a business is what is needed to make his plans. Clarence D. Johnson, of St. Louis, Missouri, has in notable degree and ability. He has been for years in the commercial world and is known for his longings in the lumber industry. But a position of honor was found in 1911 to him, and it took the form of the building of the Union Saw Mill Company and of the Little Rock & Monroe Railway Company. These enterprises have been the means of awakening one of the sluggish corners of the South—a small section of the lower part of Arkansas.

There is a strain of English blood in Mr. Johnson. His father, Edward Johnson, is an Englishman by birth, but his mother, Eliza M. Hendrick, is of the well known Hendrick family of New York. Both parents are now and reside in Kansas City, Kansas. His own home is in Chicago, an office from Chicago, Southern Company, New York, dated in 1911, where he lived until he was twelve years old, when he finally moved from the Empire State to the western part of Kansas. The lad's education, begun at Chicago, was continued at Lawrence, where the Johnson family made its home.

A move was made by Mr. Johnson, Senior, to Kansas City in 1881, when Clarence had reached the age of thirteen years. The latter was anxious to devote his energies to business and, therefore, went to New Orleans. Seeking a job, he landed out as a collector for a local firm and in the course of business met a merchant man from Chopin, a station on the Texas &



CLARENCE D. JOHNSON

Clarence D. Johnson

The gift of bringing out the latent qualities in themselves and in men with whom they come in contact, and the ability to force achievement in things material, are part of the mental makeup of more than one successful lumberman of today. It is an easy task to plan and scheme, but something more than dreaming is necessary if one is to realize his plans. Clarence Dean Johnson, of St. Louis, Missouri, has in notable degree this ability. Modest was his start in the commercial world and as modest his beginning in the lumber industry. But a position of honor was bound to come to him, and it took the form of the headship of the Union Saw Mill Company and of the Little Rock & Monroe Railway Company. These enterprises have been the means of awakening one of the sluggish corners of the South—a no small section of the lower part of Arkansas.

There is a strain of English blood in Mr. Johnson. His father, Edward Johnson, is an Englishman by birth, but his mother, Electa M. Herrick, is of the well known Herrick family of New York. Both parents are alive and reside in Kansas City, Kansas. He was born at Caton, six miles from Corning, Steuben County, New York, April 1, 1866, where he lived until he was twelve years old, when the family moved from the Empire State to the western part of Kansas. The lad's education, begun at Caton, was continued at Larned, where the Johnson family made its home.

A move was made by Mr. Johnson, Senior, to Kansas City in 1885, when Clarence had reached the age of nineteen years. The latter was anxious to devote his energies to business and, therefore, went to New Orleans. Seeking a job, he secured one as a collector for a local firm and in the course of business met a sawmill man from Chopin, a station on the Texas &

Pacific Railway, in Louisiana. Becoming interested in the lumber industry from facts related by the new acquaintance, young Johnson, with all the enthusiasm of youth, gave up collecting and went to the mill of John Newton, at Chopin. For five months he worked on the trimmer, then on the edger and, before he severed his connection with the mill in the latter part of 1886, or the early part of 1887, he had filled nearly every capacity in and about the sawmill and planing mill. It was a valuable experience for the young man, whose brain was as active as were his hands during this time. He observed closely the operation as a whole and formed some ideas which he hoped some day to put into practice for himself.

While at the Chopin mill Mr. Johnson made the friendship of Sam Wilson, another young man, and the two went from Chopin to Shreveport, and from the latter place to Carmona, Texas. They journeyed there for the definite purpose of sawing logs in the woods, and it was not long before they got a contract from Sam Allen for cutting logs at fifty cents a thousand. Mr. Johnson's next experience was as yard foreman for A. W. Norris, a yellow pine manufacturer, at Barnum, Texas, and added to the duties of foreman were those of shipping clerk.

After being at the Norris plant for a year and a half Mr. Johnson, in 1889, returned to Kansas City and from there went to Chicago. In the latter city he became foreman on the docks for the South Branch Lumber Company, but a strike among the longshoremen put an end to the necessity for his services. From Chicago he made his way to Clinton, Iowa, and for a short time trucked lumber for W. J. Young & Co. A man of his experience was not to do this for any length of time, and he soon procured a position as foreman in the yard of the Sunny South Lumber Company, at New Lewisville, Arkansas. His executive qualities exerted themselves and he was made superintendent of the whole plant, a post he retained until the business went into the hands of R. L. Trigg.

In 1894 Mr. Johnson moved to St. Louis, where was incorporated the R. L. Trigg Lumber Company, in January of that

year. Three years later this concern was succeeded by the Frost-Trigg Lumber Company, of which Mr. Johnson is, and has been for a number of years, vice president and general manager. It is one of the foremost of yellow pine institutions and has enjoyed well-deserved prosperity. In 1899 Mr. Johnson became interested in the Lufkin Land & Lumber Company, of Lufkin, Texas.

It was in the creation of the Union Saw Mill Company that Mr. Johnson made an ineffaceable record for himself. It was in the fall of 1902 that he began the movement to gather the 90,000 acres of shortleaf pine timber land which now form the basis of the company's operations. The larger holdings were secured in the county of Union, Arkansas, and in the parish of Union, Louisiana, from Hackley & Hume, of Muskegon, Michigan; from T. C. Starrett, of Detroit, Michigan, and from Rutherford & Cavenagh, of Pine Bluff, Arkansas. A conservative estimate is that 1,000,000,000 feet of yellow pine timber and 500,000,000 feet of commercial hardwoods are tributary to the company's plant.

In Huttig, Arkansas, which is a model town made by the Union Saw Mill Company and which stands as the accomplishment of the president of the company, is embodied in actual form the ambitions of Mr. Johnson. It was he who conceived the idea of organizing an enterprise on such an elaborate scale and it is he who has labored so indefatigably to make the operation unsurpassed in anything that goes to make up a successful operation. Work on the mill was begun February 5, 1904, and before the end of twelve months 10,000,000 feet of shortleaf yellow pine lumber was in pile ready for shipment. The Union Saw Mill Company is a model concern, managed by men of modern ideas, and the logging methods, sawmill, lumber handling, dry kilns, planing mill, hardwood mill, machine shop, fire protection water supply, etc., are modernized in harmony with the controlling spirit.

In addition to being president of the Union Saw Mill Company Mr. Johnson was president of the Little Rock & Monroe

Railway Company until its sale to the Missouri Pacific Railway. The absorbed road is destined to open up and develop a large section of the country along the line from Little Rock to Monroe, Louisiana. Logging spurs are run off the main line and the lumber company will never suffer from a scarcity of logs. Mr. Johnson is vice president and general manager of the Frost-Trigg Lumber Company, a director of the Noble Lumber Company, of Noble, Louisiana, and is interested in the DeSoto Land & Lumber Company, at Mansfield, Louisiana.

Mr. Johnson has many interests to keep him busy, but he has a keen appreciation of the social side of life. He is prominent in Masonic circles, being a member of Tuscan Lodge No. 360, of St. Louis; St. Louis Chapter No. 8, Royal Arch Masons; Ascalon Commandery No. 16, Knights Templar, and Moolah Temple, Ancient Order of the Mystic Shrine, St. Louis. He is a member of the Commercial and the Glen Echo Country clubs, of St. Louis.

He married Miss Dorothy Farrar, of New Lewisville, Arkansas, in April, 1893. The couple has two children—C. D., Junior, and Ernest—and the family occupies a beautiful home on Forrest Park Boulevard, St. Louis.





Frank E. Sheldon

Frank E. Sheldon is a man of a more complex thing than it now is, when the culture of human progress had not matured into the humanly complex and humanly which now exist, it was a comparatively simple thing for the youth on the threshold of life to have no experience and to go through the apprenticeship of life in the same way as the apprenticeship. But, with the increasing complexity of human life, it has come to be rather the rule than the exception to follow the line of least resistance when the way is narrow. Frank Ellsworth Sheldon, of St. Louis, Missouri, is in the latter class.

He was born in the old Massachusetts town of Billerica, which was named after the still more ancient English village of Billerica. Among the earliest settlers in the Massachusetts town were two brothers by the name of Sheldon, and their descendants are now numerous. One Oren Sheldon married Jane Wight, the latter of New Hampshire stock which runs back to the English Isle of Wight, and to these two was born July 15, 1861, a son who received the baptismal name of Frank Ellsworth. This boy was educated in the public schools of Billerica and in a private school at Lowell known as McCoy's School. Outside of school hours his tasks were those of the ordinary New England boy—work upon the family farm when he was home, and work of carpentering, the making of dry goods boxes, painting, and other work of the kind.

Opposition to New England progress was then not desired, and, at the age of eighteen years, he went west, usually reaching St. Paul, Minnesota, where around the western frontier. Here is interesting, young and thriving and well, there were many opportunities for work of carpentering, painting the New England job. He could not see how he could make himself useful in a new and growing office. But he is a shrewd



FRANK E. SHELDON

Frank E. Sheldon

In the days when life was a much simpler thing than it now is, when the avenues of human industry had not ramified into the innumerable crossroads and bypaths which now exist, it was a comparatively easy matter for the youth on the threshold of life to choose his occupation and to go through the apprenticeship necessary to fit him for that occupation. But, with the increasing complexity of business, it has come to be rather the one who has the adaptability to follow the line of least resistance who has won success. Frank Ellsworth Sheldon, of St. Louis, Missouri, is of the latter class.

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Opportunities in New England were not what this lad desired, and, at the age of eighteen years, he started west, eventually reaching St. Paul, Minnesota, then almost the western frontier. Even in this city, young and thriving as it was, there were scanty opportunities for choice of occupation awaiting the New England lad. His capital was not large, so he made himself useful for a time in a printing office; then for a short

while he earned a moderate salary in a lawyer's office, by thrift increasing, rather than diminishing, his original cash assets. In the spring of 1880 he heard of the survey on the Northern Pacific road, and secured a position on a surveying party under Colonel Dodge, chief engineer on the Yellowstone division. He became a chainman and later a delver into the technique of engineering. By hard study he fitted himself for an engineer's position under General Rosser, on the extension of the Canadian Pacific, and a little later became a member of the first exploration survey, under Major Rogers. This party discovered Kicking Horse Pass, and the following winter young Sheldon traveled with a party overland, on foot and with wagon train, covering about 1,200 miles and enduring many hardships. When, in the spring of 1882, the construction crews and the lines of steel began to creep forward on the right of way which the explorers had mapped out the previous summer, Mr. Sheldon became an engineer in charge of construction, and spent five years in arduous railroad work.

With the completion of the Canadian Pacific work, Mr. Sheldon's original capital of \$35 had been greatly enhanced. Returning to St. Paul in 1887, he entered into partnership with an old friend, George E. Snell, and established a wholesale lumber business and a retail yard under the name of George E. Snell & Co. Desiring to try the manufacturing end of the business, at the beginning of 1892, Mr. Sheldon, together with a brother, W. O. Sheldon, started the Lawrence County Lumber Company, at Summertown, Tennessee. Soon after Mr. Sheldon and his brother began business there came the hard-times period of 1892, which tarried, an unwelcome visitor, for a considerable time, and which had a material influence upon the prosperity of the Lawrence County Lumber Company, although the concern struggled on for two or three years before the business was closed out.

Mr. Sheldon had had the marketing of the company's product, and in this capacity made the acquaintance of lumber buyers in the middle Mississippi River district. It was in this

way that he became acquainted with T. H. Garrett, of St. Louis, then, as now, a well known lumberman of that city. He sold to Mr. Garrett an occasional carload of lumber, and this acquaintanceship ripened into a mutual desire, as these men came to know each other more intimately, for closer business relationships, which desire, on March 1, 1895, was realized in a partnership under the name of the T. H. Garrett Lumber Company. The partnership between these two gentlemen continues to this day and is one of the most successful and prosperous of St. Louis lumber enterprises.

Mr. Sheldon and Mr. Garrett, with others, in 1901 organized the Grant Lumber Company, Limited, of Selma, Louisiana, of which Mr. Sheldon became secretary and treasurer, as he did also of the allied Louisiana Railway Company, also with headquarters at Selma; and this manufacturing enterprise was operated in this way until its sale, early in 1905, to the William Buchanan interests, now known as the Grant Land & Lumber Company, of Texarkana, Arkansas. Mr. Sheldon is interested in the Keystone Mills Company, of Waukegon, Texas; the E. W. Gates Lumber Company, Yellow Pine, Alabama; the Enterprise Lumber Company, Limited, Alexandria, Louisiana, and is also a director or otherwise connected with several other lumber and timber companies, as well as having other business interests.

In connection with this brief list of the things material which Mr. Sheldon has accomplished it should be noted that they have been achieved not so much through the expenditure of great vital energy as through the concentrated application of attention to the thing actually in hand. Not a strong man physically, he has developed to a remarkable degree the important faculty of concentration. He has been interested in the cultivation of strength as well as in its conservation, which is exemplified by the fact that practically his only club affiliation is with the Missouri Athletic Club. He is fond of outdoor sports and has a wholesome amount of interest in good horseflesh.

The year 1892 is recalled by Mr. Sheldon not so much on account of the business panic which began in its summer months as because of the happier fact that September 29 of that year he married Miss Jennine Maude Hammett, of St. Louis.

Politically, Mr. Sheldon is a worker for the election of good local officials upon the platform of local political issues, and of a president and national legislators upon the principles which, in his mind, are associated with the Republican party. Socially, he is a good fellow, though it takes time to become acquainted with him—as is often true of the acquaintances that are most worth having. A book and a quiet corner have attractions for him, and the influence of his early experiences may still be seen in his predilection for abstruse and scientific subjects, although he indulges also in the cream skimmed discriminately from what is known as “current literature.”





Oliver W. Fisher

A practical, ardent lumberman does not bother his head very much about the theory of perfectionism, nor, for that matter, about any theory which does not seem to have a visible effect upon him personally. Those who do believe in this theory may find in the biographies of several well known lumbermen confirmation of their belief. Many lumbermen who, in their early life, followed other occupations with varying success, won their greatest laurels when they had ultimately settled on the lumber business as a career. Oliver Williams Fisher, of Birch Tree, Missouri, may be placed in this class.

In his early life he paid more attention to purely mercantile pursuits and, in fact, gave no thought at all to the lumber industry. His first employment was in a sawmill, but he drifted away from that into milling and eventually into merchandising. Later in life he went back to the lumber business and since that time he has made his name known not only in Missouri but among lumbermen throughout the entire South. It has, moreover, been the result of his own efforts entirely; and, when now he settled upon a chosen career, he made rapid progress. He is a young man still, despite his age, and apparently has yet to reach the zenith of his success.

Mr. Fisher was born in Solon County, Ohio, September 21, 1856, his parents being Peter and Louella Fisher. He entered school in the tender age of four years and his scholastic training ended at the age of eight. From thenceforth he went to work in a sawmill which ran about three hundred feet of lumber a day—an old fashioned portable mill—at a place called Pine Creek, in Solon County. In 1874 he was apprenticed to Uriah Stone to learn the trade of a miller, and remained with him until 1877. The next three years he worked at Springfield, Kentucky, and for a short time he was employed



OLIVER W. FISHER

Oliver W. Fisher

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Mr. Fisher was born in Scioto County, Ohio, September 2, 1842, his parents being Peter and Lucretia Fisher. He entered school at the tender age of four years and his scholastic training ended at the age of eight. Soon thereafter he went to work in a sawmill which cut about three hundred feet of lumber a day—an old fashioned portable mill—at a place called Pine Creek, in Scioto County. In 1854 he was apprenticed to Uriah Nurse to learn the trade of a miller, and remained with him until 1857. The next three years he worked at Springville, Kentucky, and for a short time he was employed

in the circular sawmill of A. McManaway, in the Scioto Valley, Ohio, near Portsmouth.

In 1862 Mr. Fisher entered the army, enlisting in the Thirty-ninth Ohio Infantry, which was already in the field. He joined his regiment at Corinth, Mississippi, and was in active service for nine months. He was in the battle of Iuka and Corinth and at the latter place was captured by Forrest's men and taken to Trenton, Tennessee. He was paroled at Camp Chase, Ohio.

Determined to see some of the country, Mr. Fisher in 1865 started out and for the next ten years was occupied principally in traveling. He has said that the first ten years of his active life after the war were greatly taken up in "going somewhere"—not looking for the pot at the end of the rainbow, but for the groove into which he might fit for life. In crossing the plains and mountains to California, an incident of the trip was the meeting with his old employer, Uriah Nurse, who likewise was seeking his fortune in the West.

In 1866, when Mr. Fisher had attained the age of twenty-four, he was herding horses between Oroville and Marysville, California. He also drove mules over the mountains from Marysville to Virginia City, Nevada. In the fall of 1866, being ill, he started back to the place of his birth. He was twenty-one days making the trip across the Sierra Nevada Mountains. On returning east he traveled by rail and lake to London, Ontario, and there his illness restrained him from going farther. Later, having somewhat recovered, he proceeded to Komoka, near London, where he worked in a grist mill for some time.

Thus far his connection with the lumber industry had been purely incidental. He worked in a sawmill only when he could not get work in a flour mill, for flourmaking was his real trade. Mr. Fisher subsequently went to Portsmouth, Ohio, where he worked for some time in a flour mill. Later, however, he returned to Canada, where he leased a flour mill and operated it for several years. His next venture was in the hotel business at Hyde Park Corners, Ontario. Once more he

returned to the States and located at Springville, Kentucky, where he ran a grist mill.

In 1869 Mr. Fisher's cousin, L. Dodge, bought a sawmill near Louisville, Kentucky, and the young man was given its management by the owner. For three years Mr. Fisher ran this mill, cutting poplar, oak, black walnut, beech and maple. His next move took him to Missouri, his present home. He settled at Orleans, in Polk County, and bought a small stock of goods, but stayed there only a short time, returning to Louisville. He took a wood contract from the Louisville & Nashville Railroad Company in the fall of 1872, but the financial panic caused a cancellation of his contract by the company. He decided to return to Canada and he was at Longwood from 1873 to March, 1876, and then returned to Kentucky. This time he went into business for himself, buying forty acres of timber near Louisville, selling the wood in advance. His next location was at Orleans, Missouri, where he repurchased the store and laid the foundation of the substantial fortune which has since come to him.

A combination flour mill and sawmill was in 1877 bought by Mr. Fisher. He had at various times carried on the operation of one or the other, but neither singly paid as well as did the combination. This mill was at Humansville, in Polk County. He bought the mill on credit and was given four years in which to pay for it, but he succeeded in canceling the obligation in two years. He remained at Humansville until 1882, when he sold his mill and bought a half interest in the business of Barnett & Paxton. He started the Farmers' and Merchants' Bank of Humansville and was president of the institution until 1900. His last connection with the flour mill business was in 1882, when he operated for a year a flour mill at Bolivar, Missouri. These were all active years for him.

Mr. Fisher is now a stockholder and director in the Ozark Lumber Company, of Winona, Missouri, and secretary and treasurer of the Cordz-Fisher Lumber Company, of Birch Tree, Missouri, by which connection he is best known to the

trade. He is also vice president of the Missouri Lumber & Land Exchange Company, of Kansas City, Missouri, and president and general manager of the Louisiana Long Leaf Lumber Company, at Fisher and Victoria, Louisiana, in the organization of which he was one of the leading spirits. He is at the head of the Shannon County Mining & Development Company, of which his son, O. D. Fisher, is general manager and secretary. He is general manager of the Fisher Mercantile Company, which does business at Missoula, Bozeman, Red Lodge, Butte and other Montana points, and he has had some experience in railroad building, having furnished the ties for the Current River Railroad, along which three of the plants in which he is interested are situated. He built a portion of the road, which was begun in 1887 and finished in 1888.

O. W. Fisher and his sons in September, 1903, bought the flour milling plant operated by the Gallatin Milling Company, at Belgrade, Montana, and the title was changed to the Gallatin Valley Milling Company and the business incorporated with a capital of \$75,000. The mill was remodeled to give it a daily capacity of three hundred barrels, and a steel elevator capable of holding 300,000 bushels was built. Mr. Fisher is president of this company and the principal stockholder. He is a heavy shareholder in the Gallatin State Bank, of Bozeman, Montana, also. He now divides his time between his interests in Louisiana, Missouri and Montana, but spends most of his summers at his magnificent residence at Bozeman.

He married Miss Euphemia Robinson, a young lady whom he met while located at Komoka, Ontario. He has a family of five sons and one daughter. Will P. Fisher, Burr Fisher, and Dan Fisher, three of his sons, are respectively president, vice president and secretary-treasurer of the Fisher Mercantile Company. His daughter is Mrs. Lula Fisher Warren, wife of W. W. Warren, general superintendent of the Louisiana Long Leaf Lumber Company's plants at Fisher and Victoria, Louisiana.





John M. Foster

Endowed with an invincible will, an unfaltering ambition and indomitable courage, any man is well prepared for the battle of life. He can square defeat in one quarter without disaster, and concentrate his forces at another point, and he can conquer the struggle until victory is won. Such an equipment was John McCullough Foster, of Kansas City, Missouri, whose career was ended by death December 22, 1899. In his youth he was apprenticed as a carpenter, and as a young man he engaged in the contracting business. Subsequently he turned his attention to the retail lumber trade, in which he made a success. Overtaken by adversity after he had retired, he pluckily reentered the business and built up a trade that made his name a familiar one in the commercial circles of Missouri, and later he and his sons became widely known as wholesalers and manufacturers.

John McCullough Foster was born in Ballsville, Pennsylvania, January 5, 1818. He lived on a farm, two and one-half miles west of McKeesport, with his parents until he was sixteen years old. On November 16, 1834, he was apprenticed, as was his custom in those early days, to David Foster, an uncle, who was a carpenter, living in Pittsburg. He served three years, learning the use of tools and acquiring a superficial knowledge of building. During that time he was paid but \$2.50 a month.

When with his father on March 25, 1837, he went on a rafting trip down the Ohio River and up the broad Mississippi until he had reached St. Louis, where he followed carpentering and contracting until 1839. Returning to Pittsburg in that year, he worked in a carpenter shop during the winter. The next spring he took a contract for the erection of several houses in McKeesport. The summer of 1840 he spent at Duquesne, Iowa, returning to McKeesport for the winter.



JOHN McC. FOSTER

John M. Foster

Equipped with an invincible will, an unfaltering ambition and a tireless physique, any man is well prepared for the battles of life. He can accept defeat in one quarter without dismay, he can concentrate his forces at another point, and he can continue the struggle until victory is won. Such an equipment had John McCullough Foster, of Kansas City, Missouri, whose career was ended by death December 22, 1899. In his youth he was apprenticed as a carpenter, and as a young man he engaged in the contracting business. Subsequently he turned his attention to the retail lumber trade, in which he made a success. Overtaken by adversity after he had retired, he pluckily reentered the business and built up a trade that made his name a familiar one in the commercial circles of Missouri, and later he and his sons became widely known as wholesalers and manufacturers.

John McCullough Foster was born in Beallsville, Pennsylvania, January 5, 1832. He lived on a farm, two and one-half miles east of McKeesport, with his parents until he was sixteen years old. On November 16, 1848, he was apprenticed, as was the custom in those early days, to David Foster, an uncle, who was a carpenter, living in Pittsburg. He served three years, learning the use of tools and acquiring a superficial knowledge of lumber. During these years he was paid but \$2.50 a month.

Starting with another uncle on March 16, 1852, he went on a steamboat down the Ohio River and up the broad Mississippi until St. Paul, Minnesota, was reached, where he followed carpentering and contracting until 1854. Returning to Pittsburg in that year, he worked in a carpenter shop during the winter. The next spring he took a contract for the erection of several houses in McKeesport. The summer of 1856 he spent at Dubuque, Iowa, returning to McKeesport for the winter.

Believing that the West offered greater prospects for success, Mr. Foster on March 4, 1857, went to Kansas, locating at Leavenworth and spending the first summer working at his trade as carpenter near Nebraska City, Nebraska. He followed the contracting business in and about Leavenworth until 1870, in which year he entered into partnership with A. J. Angell, in the retail lumber business, buying out the yard of Thomas Cutts. This yard was run for five years, and at the end of this period he sold his interest to Mr. Angell and retired from the lumber business, moving to a farm ten miles west of Leavenworth.

During these active years, Mr. Foster had invested the greater portion of his savings in real estate in addition to the farm, on which he settled in 1875, and the home place in Leavenworth, which was improved in 1867 by the building of a \$15,000 brick residence. Much of this real estate had been purchased before the depression in values, caused by the Civil War, which condition prevailed for many years after the close of hostilities. Liquidation finally became necessary and the \$15,000 homestead in Leavenworth went for \$4,000. The other property followed piece by piece, including the farm upon which he was living, and there was an indebtedness which amounted to about \$4,000 above the value of that piece of property.

These were dark days for Mr. Foster, but he did not waver in his determination to succeed again. He raised a cash capital of \$1,200 by placing a mortgage on his Ohio farm, and with this and many excellent letters of recommendation from the principal business men of Leavenworth he went to Kansas City, where he purchased a stock of lumber valued at about \$5,000. With this stock, which was shipped to Randolph, Kansas, and the borrowed capital, he began the lumber business at Randolph on April 22, 1879. From the start, almost, the yard was a success. In the fall of the same year another yard was opened at Irving, and Mr. Foster wrote to his second son, Thomas S., who was then in Montana on a cattle ranch, to re-

turn and take charge of the latter yard. The business at Irving prospered and, by the first of the following year, 1880, Mr. Foster was able to begin to pay off his old debts. The following spring still another step was taken in the yard line business by establishing a yard at Olsburg, Kansas, and again Mr. Foster found a yard manager among his family of sturdy boys in the person of Benjamin B. Foster.

A fourth yard was opened in the fall of that year at Leonardville, and another son, Samuel A., was called upon to take the management. This yard proved even more profitable than the other three, and within the next two or three years the profits of the four yards paid off all the old debts and the mortgage which had furnished the initial capital of the business. January 1, 1885, an interest of \$5,000 was given to each of the three boys, with a joint half interest among them in the profits of the business, which at that time was conducted under the name of John Foster & Sons. So the business continued until 1888, when Samuel Foster, the eldest son, married and desired to engage in business for himself.

Benjamin and Thomas Foster, however, remained with their father and the firm of John Foster & Sons prospered. A fifth yard was opened in 1887 at Colby, and later five yards were bought from the Howell Lumber Company. This purchase proved to be a profitable enterprise, also. Yards at Garrison and Blaine were purchased and new yards were opened at Fostoria and at Westmoreland. Soon after the withdrawal of Samuel Foster from the firm, in 1888, the business at Olsburg was sold and a plan which Benjamin Foster had suggested, that of establishing a wholesale business at Kansas City, was put into effect February 22, 1889. The following June the family moved from Leavenworth to Kansas City. The wholesale business was successful, as the management of the line yards continued to be, constant changes in the latter being made until the firm had nearly thirty yards at different points. The question of supplies became an important one, and in 1890 John Foster went to Texas to make purchases for the

wholesale trade. He located a planing mill upon the Gulf, Colorado & Santa Fe road north of Houston, and in 1892 bought a sawmill at Clinesburg, on the same road.

In January, 1896, the Foster Lumber Company was incorporated, with \$200,000 capital, divided among the father and sons. John Foster was made president; Thomas Foster, vice president; Benjamin B. Foster, secretary and general manager, and George W. Foster, treasurer. The sawmill at Clinesburg still was in operation, and on June 2, 1897, a wholesale office was opened at Houston, Texas, which proved very successful. During the same year the company contracted for the cut of eight or ten mills, amounting to more than 40,000,000 feet; but the business doubled and trebled and in 1899, aside from its own output, the product of eight or nine other mills was required to supply the demands of the company. In the spring of 1899 20,000 acres of valuable pine timber was bought.

Mr. Foster married Miss Letitia Sampson, of McKeesport, Pennsylvania, October 18, 1855. To them were born nine children—Anna Martha, Samuel Alexander, Thomas Sampson, Benjamin Butler, Mary Evans, Martha McCullough, Ione Russell, James Neel and George Woodward Foster.







Guy H. Mallam

A man who by his cool and sound judgment and his absolute fairness and integrity has won the respect of all who know him, and by his friendliness and good fellowship commands the affection of all of his more intimate acquaintances, is Guy Henry Mallam, of Baton Rouge, Mississippi. While he has won some degree of material wealth, that which he most prizes is the wealth of friendship so devoutly extended by those who have come to know the man and appreciate the qualities which characterize him. He is a man who life, study and with a certain native grace, every position in which he places himself or fate deems for him, and does it by those qualities of mind and heart described above.

He is a southerner by birth, by training and by sympathy. He was born in New Orleans, August 3, 1875. His father, Henry Mallam, was a Lieutenant, of Scottish and Welsh parents; his mother, Mary Ellen (Finckley) Mallam, of Irish descent, was born in Vicksburg, Mississippi. Guy Henry Mallam was brought up as a boy in New Orleans, where he attended the public schools until he was twelve years old and then went to work as an office boy for the law firm of Simmons & Allen, the first mentioned being a brother of Admiral Simmons, of the Confederate navy.

From that time on until his first connection with the navy, however, his experience was a varied one. He worked on a Mississippi River steamer, and then became manager of the Angola cotton plantation, near Red River Landing, Louisiana, which was followed by operating a plantation near Fairview, Louisiana, owned by Captain John N. Ware. In each succeeding position he added to his general knowledge and managed to get together a little money, with which he stocked a general store at Berwick, Louisiana. Then came a



GUY H. MALLAM

Guy H. Mallam

A man who by his cool and sound judgment and his absolute fairness and integrity has won the respect of all who know him, and by his friendliness and goodfellowship commands the affection of all of his more intimate acquaintance, is Guy Henry Mallam, of Kansas City, Missouri. While he has won some degree of material wealth, that which he most prizes is the wealth of friendship so freely extended by those who have come to know the man and appreciate the qualities which characterize him. He is a man who fills, easily and with a certain native grace, every position in which he places himself or fate decrees for him, and does it by those qualities of mind and heart described above.

He is a southerner by birth, by training and by sympathy. He was born in New Orleans, August 5, 1856. His father, Henry Mallam, was a Londoner, of Scotch and Welsh parents; his mother, Mary Ellen (Pinching) Mallam, of Irish descent, was born in Vicksburg, Mississippi. Guy Henry Mallam was brought up as a boy in New Orleans, where he attended the public schools until he was twelve years old and then went to work as an office boy for the law firm of Semmes & Mott, the first mentioned being a brother of Admiral Semmes, of the Confederate navy.

From that time on until his first connection with the lumber business, his experience was a varied one. He clerked on a Mississippi River steamboat, and then became manager of the Angola cotton plantation, near Red River Landing, Louisiana, which was followed by operating a plantation store in Fairview, Louisiana, owned by Captain John N. Pharr. In each succeeding position he added to his general knowledge and managed to get together a little money, with which he stocked a general store at Berwick, Louisiana. Then came a

great overflow of the Mississippi River, in 1882, and young Mallam's business was swept away by the flood and he was left practically penniless. He borrowed sufficient money to pay his passage to Beaumont, Texas, and accepted a position he was offered with C. C. Caswell, who, with George W. Smythe, now president of the Sabine Tram Company, at Deweyville, Texas, had just completed the "Eagle" mills.

At that time Beaumont was little more than a pioneer town and the city-bred young man probably would have gone back to New Orleans if he had had money enough; but he had no choice, and, as a wife and baby had also to be cared for, he went to work there. In 1883 the business and the "Eagle" mills were bought by the Texas Tram & Lumber Company. With that institution Mr. Mallam, with the exception of several brief intervals, remained until May 1, 1889, coming to be office manager. Until September 1, 1890, he was assistant to S. F. Carter, now president of the Emporia Lumber Company. Then, on account of poor health, he was given a position as traveling salesman. In November, 1891, under the name of Swinford & Mallam, of Houston, Texas, he formed a partnership with Sam T. Swinford, now head of the S. T. Swinford Company, of Houston. A few months later Mr. Mallam was offered the position of superintendent and general manager of the Texas Tram & Lumber Company, which led to the dissolution of this partnership with Mr. Swinford.

While he was connected with the Texas Tram & Lumber Company, Mr. Mallam was elected president of the Texas & Louisiana Lumber Manufacturers' Association, composed of the lumbermen of southeastern Texas and southwestern Louisiana. He always has been a strong association worker and has been highly regarded by other manufacturers for his integrity, ability, clear ideas and clean methods. Once, during the critical period of 1895-6, he was a member of a committee composed of some of the leading lumbermen of the South who met at Hot Springs to devise ways and means for the revision of the industry, then in a deplorable condition. Among

those on the committee were Silas W. Gardiner, R. A. Long, W. E. Ramsay, R. H. Keith, I. C. Enochs and J. B. White.

During the business depression of the years named the Texas Tram & Lumber Company, the Beaumont Lumber Company, the Village Mills Company, the Nona Mills Company, all of Beaumont, Texas, organized the Consolidated Export Lumber Company. The manufacturers there felt compelled to have some other than a domestic outlet for their product, and while the results directly obtained were not especially satisfactory to them, they meant the ultimate broadening of the market in the lumber production of that country. This concern was managed jointly by Mr. Mallam and John N. Gilbert, whose ability and forcefulness were exemplified in their leadership of this almost forlorn hope.

Mr. Mallam had long given much attention to the insurance business, as a policy holder in the stock companies and as manager of one of the leading lumber institutions of the Southwest, and appreciated the difficulties under which lumbermen were operating and the inequalities of the classifications and rates made by the stock companies. While, perhaps, the premiums the companies managed to collect were not much too large, except as they included too large an allowance for expenses, the well managed and well equipped concerns were paying a large part of the losses sustained upon the poor risks. Becoming acquainted with Harry Rankin, an insurance man, Mr. Mallam decided to join forces with him. The firm of Guy H. Mallam & Co. was formed on May 1, 1899, by Mr. Mallam and Mr. Rankin. The latter was the originator of a plan of mutual insurance as applying to sawmill properties. The firm represented the Manufacturing Lumbermen's Underwriters, one of the best of the lumbermen's mutuals, with headquarters at Kansas City, to which city Mr. Mallam changed his residence. The organization was formed for the purpose of insuring first-class lumber manufacturing plants only. Mr. Rankin was an insurance man of ability and experience and entitled to every respect, but the lumbermen did

not know him, while they did know Mr. Mallam and, therefore, it was to the latter that was due the subscription to this mutual underwriting agreement of more than 100 of the leading lumber manufacturers of the United States. Mr. Mallam sold his interest in the firm to Mr. Rankin on January 1, 1905.

Mr. Mallam is interested as a stockholder in the Union Saw Mill Company, of Huttig, Arkansas; but his energies now are devoted to the utilization of sawmill and forest refuse. He is treasurer of the Wood Distillates & Fibre Company, and president and general manager of the Southern Wood Distillates & Fibre Company, the operating company in the South for the parent concern. He was attracted to this proposition about two years ago by his intimate acquaintance with conditions in the South and the enormous waste of timber taking place there each day. He realized that the process was eminently practicable in that it utilizes, right at the sawmill, what always has been not only a waste but a fire hazard. By the company's process the liquid elements are extracted from the wood and the residue is suitable for paper making. It has been aptly said that the packing industry makes use of every particle of the pig except the "squeal," and, to quote Mr. Mallam, under the distilling project everything is gotten from the tree but the "bark," and even this is expected to be utilized in the future. If this new industry shall develop, as at the time of this publication seemed certain, along anticipated lines, Mr. Mallam will have been instrumental in saving and making for the South wealth almost beyond computation.

Mr. Mallam married Miss Sidonia H. Wagner, February 16, 1880. Two sons and two daughters have gladdened the couple's married life. The children are Guy H., Junior, Ellis Pinching, Sidonia Anna and Shirley Mallam.

As one of the earliest of Hoo-Hoo, he having been initiated into the concatenated order in San Antonio, Texas, April 13, 1892, Mr. Mallam never has permitted his enthusiasm for the organization to lapse. He is an Elk and takes part in all the festivities of that body.





Frederick Huttig

This portion of the country is now known as the Southwest, and which may properly be described as being west of the Mississippi and north of the Missouri and Kansas rivers, passed through a period of comparative poverty and backwardness, and opened its eyes to its relationship to the rest of the country through the great power factors in awakening it from its slumber, were hundreds of German immigrants, many of whom had the highest moral character and of mental and physical force, who have left the imprint of their characteristics on the industrial and social fabric of that now advanced community. One of these sons of Germany, to whom generous reward came in return for intelligence, public spirit and honest effort, is Charles Frederick Huttig, of Muscatine, Iowa.

In the middle half of the last century there migrated to the Southwest, at different times, from the fatherland four brothers of the Huttig family. The father of these boys was Frederick Huttig, born in 1790 and a youthful soldier in the war of 1812, prior to the campaign of Napoleon in Russia and to the burning of Moscow. The paternal shade was in Iowa, East-Des Moines country. It was here that Charles Frederick Huttig was born, and he, like his brothers, was a German immigrant, and, like them, was a pioneer. He was the youngest of four brothers, William, John, and Frederick, and the youngest brother, William, was the youngest of the family, and it was here that Charles Frederick Huttig spent his childhood and youth, and it was here that he was educated, and it was here that he was given, besides the religious, a scientific and industrial training. The youth chose architecture as his field of study, though he did not follow this line after he left school.



FREDERICK HUTTIG

Frederick Huttig

That portion of the United States known as the Southwest, and which may be roughly described as being west of the Mississippi and south of the Missouri and Kansas rivers, passed through a period of ignorance of its wealth and possibilities, and apparent indifference to its relationship to the rest of the country. Among the most potent factors in awakening it from its lethargy were hundreds of German immigrants, many of them of the highest moral character and of mental and physical force, who have left the imprint of their characteristics on the industrial and social fabric of that now advanced community. One of these sons of Germany, to whom generous reward came in return for intelligence, public spirit and honest effort, is Charles Frederick Huttig, of Muscatine, Iowa.

In the middle half of the last century there migrated to the Southwest, at different times, from the fatherland four brothers of the Huttig family. The father of these boys was Frederick Huttig, born in 1790 and a youthful soldier in the war of 1806, prior to the campaign of Napoleon in Russia and to the burning of Moscow. The paternal abode was in Jena, Saxe-Weimar, Germany. It was there that Charles Frederick Huttig was born, June 10, 1832. He was the third son of his parents, the older brothers being Karl and Christ, and the younger brother, William. Jena, the birthplace of the Huttigs, was at the time of Charles Frederick Huttig's youth a town of about 15,000 inhabitants, of some importance as a manufacturing point and the seat of one of the world's most famous universities. The subject of this sketch was educated in one of the institutions of his native town, where he was given, besides the rudiments, a mechanical and industrial training. The youth chose architecture as his field of study, though he did not follow this line after he left school.

Perhaps it was dissatisfaction at the prospect of ever becoming more than a mechanic in his native land, or maybe it was the glowing prospects for success in the United States which reached him from friends who had gone to the newer country, that determined the young man to emigrate there.

He took passage on the *Anadalia*, a sailing ship, in March, 1853, for New Orleans, Louisiana, his final destination being Muscatine, Iowa, where he had friends. He celebrated the twenty-first anniversary of his birth on board the ship. The voyage was an uneventful one, though exceedingly long, occupying ninety days, and in sharp contrast to a trip he was destined to make in later years when he crossed the ocean in six days to revisit the scenes of his childhood. Young Huttig landed in New Orleans from the ship on June 24, with but little capital other than his ambition and determination. He did not linger in New Orleans, because of an epidemic of fever which prevailed there, but took passage on one of the big, palatial steamboats of the early days for St. Louis. The trip up the river from New Orleans took nine days. He spent two weeks in St. Louis, hearing on every side a strange tongue and witnessing unfamiliar sights. He left St. Louis and journeyed on to Muscatine.

In the Iowa city he found friends ready to greet him, and he secured employment at his old trade as a mason. He followed this trade for a year and was joined in the interval by his brothers, Christ and William Huttig. With the latter he became a partner in the firm of Huttig Bros., who carried on a retail grocery business. The brothers evidenced the thrift, resourcefulness and industry of their natures in carrying on this initial enterprise which, although started on a very limited scale, was quickly extended as the trade of the community was developed.

The first venture in the lumber business made by Charles Frederick Huttig was in Muscatine, in 1856, when the grocery business was disposed of advantageously. The two brothers continued as partners, retaining the firm name of Huttig Bros.

The younger of the two remained in Muscatine and bought lumber out of the river and sold it in the city, while Frederick Huttig—he having chosen to drop the name of Charles—conducted the operations outside, making his home and headquarters at Kellogg, Iowa, between Des Moines and Muscatine, about forty miles east of Des Moines. The business was not of wide enough scope to permit the brothers to reap the reward of the combined energy with which they were eager to carry on the undertaking, and at the end of two years the business was discontinued. Then Mr. Huttig returned to Muscatine and the firm started in the sash, door and blind business, which marked the beginning of the extensive business of today. The first sash were bought in the knock-down and put up at Muscatine. In those days Huttig Bros. employed about fifty men and rented a storeroom on Second Street, near Chestnut Street. They continued in the knock-down business until about 1866. They were satisfied to confine their operations to trade for several years, when it was decided to expand the operations and the Huttig Bros. Manufacturing Company was incorporated. Frederick Huttig became president of the company; William Huttig, manager and treasurer; E. Lumpe, vice president, and Richard Cadle, secretary. A large plant was built for the manufacture of sash, doors and blinds and gradually the amount of stock bought outside was lessened.

All this time the Southwest was growing in importance as a manufacturing and industrial section, so that ever widening channels of trade were opened up for the product of the Huttig Bros. Manufacturing Company. To care for this growing trade and facilitate its movement, the Western Sash & Door Company, of Kansas City, was incorporated in 1883. Frederick Huttig became its president and removed to Kansas City. Three years later the Huttigs organized the Huttig Sash & Door Company, of St. Louis, of which William Huttig became president and Frederick Huttig vice president.

The extensive interests of Mr. Huttig in and about Mus-

catine soon brought him into prominence in the affairs of the city and State. He was recognized in financial matters as a shrewd, careful, conservative manager and in public affairs his counsel was sought by others. In 1887, in connection with his brother William and other liberal Republicans and Democrats of Muscatine, he organized a stock company to publish a daily and weekly paper known as the *Muscatine News-Tribune*. He also became financially interested in other enterprises that added to the standing of the city as a manufacturing center.

Mr. Huttig married Miss Sophia Snell, at Muscatine, in 1856. Mrs. Huttig died in 1885, and in 1894 Mr. Huttig married again, the bride being Miss Hannah Tappe. Mr. Huttig had four children by his first wife, all of whom are living. William Huttig is president of the Western Sash & Door Company, of Kansas City; Charles H. Huttig is president of the Third National Bank, of St. Louis; Katherine Huttig is the wife of Robert Bryers, of the Huttig Sash & Door Company, of St. Louis, and Frederick Huttig is vice president of the Western Sash & Door Company, of Kansas City.

Mr. Huttig is a loyal and well read member of the Ancient Free and Accepted Masons. He was made an Entered Apprentice Mason January 26, 1874; a Fellow Craft Mason March 23, 1874, and a Master Mason April 26, 1879, at Iowa City.

He always has been noted among his friends and acquaintances in this country and in Germany as bearing a great resemblance in many ways, physical and otherwise, to the late Prince Bismarck.







WILLIAM FARRELL



William Farrell

Some men acquire wealth for the power it gives; others for the selfish pleasure of hoarding it; still others for the means of gratifying every personal whim. Others, who had to struggle hard for the position they have achieved, find far greater satisfaction in giving happiness to those less fortunate through a charity that is as broad as their own minds and views. A man of this character, a gentleman whose word was as good as his bond, and one beloved by all who knew him, was William Farrell, of Little Rock, Arkansas, whose career was ended by death July 18, 1901.

Were an epitaph needed for the stone that marks his grave the most appropriate would be, "He loved to live, and lived to love." Although as a yellow pine manufacturer he amassed an ample fortune, he distributed a large part of his wealth during his lifetime, for he gave generously to any deserving person or project. Rough, rugged, plainspoken, he won the esteem and friendship of everybody who knew him. His character was strong and clean cut and his charities bestowed unconditionally.

William Farrell was born July 3, 1832, in Hamilton, Ontario, Canada. While he was still a youth his parents moved to Rochester, New York, where he was a pupil in the public schools, there securing all the education that was to be his. At the age of fifteen he was left an orphan, his father having succumbed to yellow fever in Bahia, Brazil. After having learned the trade of cooper he drifted west, working at this occupation for a while at Akron, Ohio; Lafayette, Indiana, and Niles and Jackson, Michigan. In 1853, accompanied by his brothers-in-law, John C. and Henry Flynn, he went to Pere Marquette, Michigan, now Ludington. While the Flynn's engaged on a large scale in fishing, Mr. Farrell continued at

his trade, making fish barrels, in which the large catches were shipped to Chicago and Milwaukee. Fishing was far more profitable than coopering, and it was not long before he engaged in the business himself, employing Indians to do the work. He was successful in this business and accumulated some capital. With the growth of Ludington, due to the development of the lumber industry, he sold his fishing interests and embarked in the venture of hotelkeeping. This proved a paying enterprise, but the nature of the business did not appeal to him and at the first opportunity he disposed of the hostelry.

His entrance into the lumber business was as a partner of T. Wabraushek, under the firm name of Wabraushek & Farrell. A planing mill and sash and door factory was operated for several years until its destruction by fire in 1878. His partner retiring after this disaster, Mr. Farrell rebuilt the mill and continued the operation.

Mr. Farrell was attracted to yellow pine through a visit he made to a former Michigan associate, Capt. John C. Flynn, who moved to Arkansas and settled at Little Rock after the close of the Civil War. As Mr. Farrell told the story, he never had seen a cotton plantation and he asked Captain Flynn to show him one. Together they drove out from Little Rock into the country and before reaching the first large plantation they traversed several miles of virgin yellow pine timber. Mr. Farrell perceived the value of such a body of pine and stated at the time that he would like to buy the tract if there were any way of getting the lumber to market by rail. At that time the Valley branch of the St. Louis, Iron Mountain & Southern Railway had not been built and the tract was without the advantage of rail transportation. Before returning to Michigan Mr. Farrell expressed the opinion that such timber must needs have a great future. After reaching home he followed up this conviction by investing largely in Arkansas land, and he continued buying timber for five years. He bought, all told, between 50,000 and 60,000 acres, 25,000 acres of which is still

virgin forest, while the second growth of the remainder will cut about 3,000 feet to the acre.

When it was announced that a railroad was being surveyed near the timber he owned, Mr. Farrell moved from Michigan to Little Rock and became a citizen of that thriving community. As soon as the railroad from Little Rock to Pine Bluff was far enough advanced in construction to assure him that it would tap his timber, Mr. Farrell began the erection of a sawmill at Wrightsville, Arkansas, which was completed and ready for operation a short time before the railroad was finished.

The business was conducted under the name of the William Farrell Lumber Company. In recent years the mill has been at Hensley, Arkansas, between Little Rock and Pine Bluff and several miles east of the Wrightsville plant, which latter mill was moved to Hensley. In 1900 Mr. Farrell and two of his sons who were associated with him, Omer and R. E. Farrell, erected a new milling plant at Hensley. It was one of the model Arkansas sawmills, modern and complete in every respect, and a fitting monument to the Arkansas pioneer.

A striking instance of the character of the man may well be pointed out. A few years before his death Mr. Farrell undertook a large manufacturing business at Little Rock, building an extensive sash and door factory as a side issue to his yellow pine lumber mill. Although taking most of the stock personally—probably two-thirds of it—he was approached by several of his neighbors and fellow citizens who had great confidence in him and who wished to become stockholders in the venture. He succeeded in dissuading most of them, stating that he was not sure of the success of the undertaking; but a Little Rock lady insisted upon investing about \$60,000, although against his advice. The enterprise was not a success; Mr. Farrell lost heavily himself and eventually gave up the business. Soon after retiring he sent his personal check to this woman investor for the amount of every dollar she had put into the stock of the concern.

During Mr. Farrell's residence in Mason County, Michi-

gan, covering a period of twenty-six years, he knew and was known by everybody in the county, even the Indians. He served for five successive terms as sheriff of the county, being elected each time by an overwhelming majority.

He married Miss Elizabeth Flynn, of Jackson, Michigan, in 1853. She died in the spring of 1901 and her death, without doubt, hastened that of Mr. Farrell. Five children were born to the couple—R. E., William Emmet, Omer, Matthew and William E. Farrell, the two last named being now dead.

William Farrell was a Republican from the time the party came into existence, but in Arkansas he always tried to vote for the best man regardless of politics, except in national elections. He was a thirty-second degree Mason, a member of the order of Knights of Pythias and an Odd Fellow. He was not a church member, but he had a kindly feeling toward all Christian churches. His creed was embodied in the golden rule. He was foremost in everything tending to Little Rock's advancement and generously gave his support to all enterprises. There was a personality about him that inspired the confidence and respect of all with whom he came in contact. From his first business experience until his death he was a natural money-maker, yet a man who cared little for wealth except that it enabled him to get pleasure out of life by making others happy, especially his own immediate family and friends. He was well informed, could see far into the future, had rare business judgment and made a success of nearly everything he touched.





William R. Abbott

When the chronicles of the Twentieth Century shall begin their task of recording the work of that period, one of the conditions that will create comment will be the prominence of young men in the conduct of affairs. It is not because the older business men have abdicated their positions when the younger was young but rather because of the younger generation's resources and capability to rule and possess. Of this type is William Richard Abbott, of Fort Smith, Arkansas, who, though not almost a youth in years, is a successful business man and builder of a new country, where possibilities are almost unlimited.

William R. Abbott was not born and raised in the section of the Southwest where he has gained name and fame. His birthplace was at Pleasant Mount, Wayne County, Pennsylvania, and his natal day was July 7, 1868. His parents, Charles John and Margaret Abbott, moved to Kirksville, Missouri, during his boyhood, and it was in the quiet atmosphere of that town that he lived until he was seventeen years old. He attended the public and normal schools of Kirksville, securing more than a fair education.

His first employment was in the yard of the Chicago Lumber Company, at Wichita, Kansas, in 1887. He was not long in showing that he had ability, and he was transferred to other parts of the company, with which he remained for two years. He found that he saw more opportunities for one of his ambitions and energy in newer sections of the West, and so traveled to Utah, where he secured a position with the Eccles Lumber Company, at Ogden. The city was then but a small border town offering but few openings, and young Abbott returned to Kansas and worked for the Hanna Grain & Elevator Company at Cherryvale. This was in 1890, and in the same year



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His first employment was in the yard of the Chicago Lumber Company, at Wichita, Kansas, in 1887. He was not long in showing that he had ability, and he was transferred to other yards of the company, with which he remained for two years. He fancied that he saw more opportunities for one of his ambition and energy in newer sections of the West, and so traveled to Utah, where he secured a position with the Eccles Lumber Company, at Ogden. The city was then but a small border town offering but few openings, and young Abbott returned to Kansas and worked for the Kansas Grain & Elevator Company at Cherryvale. This was in 1890, and in the same year

the old desire to reënter the lumber business came over him and he became identified with the Long-Bell Lumber Company.

In September, 1890, Mr. Abbott was sent to Indian Territory to look after some of the Long-Bell interests. During the two years he remained with the company, he not only familiarized himself with the manufacture and distribution of lumber, but with the conditions and opportunities offered in various sections. With this preparation he felt equipped to engage in business for himself, and in 1892 he located at Fort Smith, and organized the Fort Smith Lumber Company, with a capital of \$20,000. He was unable to finance the business unaided, but a man of his talents and character was not to be denied and he found a friend and associate in William Blair, a banker of Fort Smith.

The company was incorporated in 1897 with a capital of \$60,000. A mill of moderate capacity was built and logs were furnished from Indian Territory. The first large timber deal of the company was the buying, in 1899, of a block of 76,400 acres. Since then, however, many purchases of timber have been made. The home office is at Abbott, Arkansas, a small town about thirty-six miles from Fort Smith. Mr. Abbott is president of the company, L. A. Seibel is vice president and C. W. Jones is secretary and treasurer.

Manufacturing, as continued under Mr. Abbott's direction, is at small mills which are suitable for a rough, mountainous country. Among the mills operated, each of which has a capacity of 25,000 to 30,000 feet of lumber a day, are those at Adona, Casa, Homewood, Birta and Ola, Arkansas, on the Choctaw, Oklahoma & Gulf Railroad, a part of the Rock Island System. To finish the output of these sawmills for market a planing mill of 150,000 feet daily capacity is operated, the lumber being transported on a milling-in-transit basis.

An interest in the Fort Smith Lumber Company was sold by Mr. Abbott in 1899 to Alfred Toll, of the Badger Lumber Company, Kansas City, and the proceeds of this sale the pro-

gressive young lumberman invested in timber lands. He owns a majority of the stock of the Choctaw Investment Company, which controls about 25,000 acres of unusually fine timber in western Arkansas. It is estimated that the Fort Smith company has sufficient holdings to permit of operations going on at the present capacity for at least fifteen years.

That Mr. Abbott's interests should broaden and include other than those exclusively related to the lumber industry, is not strange, to one of his ambition and energy. Upon the death of his associate in the lumber business, William Blair, in 1903, Mr. Abbott succeeded to the presidency of the American National Bank, of Fort Smith, in which he was a stockholder. Under his administration the affairs of the institution have prospered, as have his lumber interests, and it is now considered one of the soundest financial houses in the Southwest. It was organized in 1887 with a capital stock of \$100,000, though this was increased in 1904 to \$200,000.

Mr. Abbott is identified with other enterprises of his home city, but there is no denying the fact that his greatest pride is in the Fort Smith Lumber Company. He bought a controlling interest in the Fort Smith Light & Traction Company in June, 1904, and later, with George Sengel, secured all the stock. Seventeen miles of track is operated by the company, which also furnishes the municipal lights and electric power and gas for private consumers. The company has been organized with a capital stock of \$1,600,000 and a bond issue of \$1,500,000, for the purpose of making material improvements in the road and of increasing its earning power.

As president of the Cameron Coal & Mercantile Company, of Williams, Indian Territory, Mr. Abbott has taken an active part in developing other lines of industry. The town of Williams is located on the Midland Valley Railroad, which was built a few years ago by Philadelphia capitalists and has in operation 250 miles of road. He is interested in this road, over which is shipped about four hundred tons of coal a day from the Cameron company's mines. Among other enterprises Mr. Abbott

has had a share in building up the Mansfield Pressed Brick & Terra Cotta Company, of Mansfield, Arkansas, a concern with a capital of \$10,000 and an investment of \$30,000, and of which he is vice president. He is also interested at Fort Smith in the Ingle Wagon Company, a \$100,000 concern; the Fort Smith Refrigerator Works; the Fort Smith Ice and Storage Company, and the Fort Smith Hardwood Manufacturing Company.

To give his personal attention to the affairs of these diversified interests as Mr. Abbott does requires a physique of iron and an active brain. He is a loyal citizen of Fort Smith and participates in every movement to enhance the value of the city as a commercial center. The city has a population of 25,000 and is growing rapidly. It is one of the principal distributing centers of the Southwest, and this young lumberman, banker and business man has devoted no small amount of his time to furthering the prosperity of the place.

Although many interests claim the time and attention of Mr. Abbott, he by no means neglects the social side of life. He is a member of the order of Elks, is a Knight of Pythias and one of the early members of the Concatenated Order of Hoo-Hoo. With his large business interests in the Southwest he has made a wide circle of friends, and a friend to Mr. Abbott is seldom one in name only.

Mr. Abbott took as his bride, on February 9, 1898, Miss Gertrude Reynolds, of Fort Smith. Their married life has been an exceptionally happy one, and their home is a Mecca for their many friends.





Thomas L. L. Temple

The real test of a man's character seldom comes in his times of prosperity, but rather it is when adversity overtakes an individual that his true worth is shown. A man who has passed through a period of financial stress and come out of it with integrity unshaken and with no surrendering as adversary, but who pays his debts and reestablishes himself on a foundation built deeper and firmer than before, has the highest reward in respect and confidence. A man who so proved himself is Thomas Lewis Latane Temple, of Texarkana, Arkansas.

From a lowly position he made his way up in the world by sheer force of ability and energy. No helping hand was extended to guide and encourage him at the beginning of his commercial life, but he fought his battle out single-handed until his ability to lead had been demonstrated; and when reverses came he did not surrender any of the principles with which he started, nor ask to be released of one penny of his liability. Today he occupies a position of prominence in the greatest railway of the Southwest with, as far as human judgment can determine, his fortune secured.

In Mr. Temple's arteries flows the blood of the Huguenot on his father's side and that of the cavalier on the maternal side. This mixture of blood possesses a distinctly instinct—a determination to do things manfully, bravely and, above all, honestly. He has fought well and bravely for all that he has accomplished in things material and, apparently, his life's battle is by no means over as yet. He has marshaled his forces, a loyal band of business associates and friends, and whether he finds they are willing to follow under his standard. He has been a conservative, far-seeing leader whose plans and campaigns have justified the results.



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In Mr. Temple's arteries flows the blood of the Huguenot on his father's side and that of the cavalier on the maternal side. This mixture of blood produces a soldierly instinct—a determination to do things manfully, fearlessly and, above all, honestly. He has fought well and bravely for all that he has accomplished in things material and, apparently, his life's battle is by no means near an end. He has marshaled his forces, a loyal band of business associates and friends, and whither he leads they are willing to follow under his standard. He has been a conservative, far-seeing leader whose plans and campaigns have justified the results.

It was under the flag of the Old Dominion State that Mr. Temple was born less than a half century ago. Henry W. L. Temple, his father, was a clergyman and his mother was Susan (Jones) Temple. The father served the Episcopal Church in historic Essex County, Virginia. The son was born March 18, 1859, and reared in an atmosphere of Christianity, whose teachings he has never forgotten. Four years after his birth the good mother was claimed by death, to be followed in 1870, when the boy was but eleven years old, by her husband.

Of all the professions that of the teacher of the Gospel is doubtless the poorest paid, and Henry W. L. Temple had been able to provide nothing for his heir. Left an orphan with but little means, the boy's life was not of the happiest. For six years he remained near the scene of his birth in Essex County, getting the basis of an education in this time at the Aberdeen Academy. At the age of sixteen he secured a position as clerk in the Essex County Clerk's office at Tappahannock, Virginia, where he worked for his board and laundry.

On the plantation of his brother, on the Red River, in Little River County, Arkansas, Thomas Temple began, in 1876, to secure a living. It was hard work on the farm, a rough, unprofitable life at the most, and foreign to the ambitions of the youth. He had been brought up to appreciate the niceties of living and this coarse labor was beyond anything he had ever dreamed of. Relief came temporarily when he secured a position as deputy clerk of the Little River County and Circuit Court.

Another year, 1877, saw young Temple in Texarkana, where he laid the foundation of his successes. He sought employment as bookkeeper, and his ability to adapt himself to almost any sort of work enabled him to secure a situation. For four years he kept books, watched for an opportunity to better himself and maintained his name above reproach.

Texarkana in those days was looming up as a center of the lumber industry of the State. A large amount of yellow pine in the adjacent territory had attracted lumbermen to the place

and such men as the Buchanans, Frosts, Fergusons, Rands, Woodworths and others had begun operations. The mills in the section were adjacent to the Texas & Pacific Railway, between Texarkana and Marshall, Texas, the principal operations being at Atlanta, Jefferson, Sulphur and Redwater. As compared with the big plants of today the mills at that time were insignificant in size and volume of production.

To Mr. Temple there appeared to be an opening in the lumber business equaled in no other line. He cast about for an opportunity to engage in the business. His capital consisted mainly of energy and brains rather than money. He found the sought-for opportunity at Wayne, Cass County, Texas. But his first enterprise of magnitude was when, at twenty-eight years of age, he became interested in the Atlanta Lumber Mills, in which concern were associated with him Messrs. Grigsby and Scott. The firm was one of the largest producers of lumber in Cass County at the time—1887. More than 100 men were employed in the operation of which Mr. Temple was manager. His business education stood him in good stead in conducting the affairs of the concern and its success was in large part due to his efforts.

The next venture to engage the attention of Mr. Temple was the Southern Pine Lumber Company. Interested in this concern with him were Ben Whitaker and C. M. Putman. A planing mill was operated at Kingsland, Arkansas, and contracts were held with several mills. On account of the limited capital available Mr. Temple had more or less difficulty in conducting the operations for the first few years. He added largely to his reputation for upright dealing and the courage of the man asserted itself more than once.

In 1893 the company was reorganized under the old title of the Southern Pine Lumber Company. Mr. Temple was made president and manager. He assumed charge of the operations with all the force and ability that he possessed and it was not long before results began to show. A mill with a daily capacity of 75,000 feet of yellow pine was erected at Diboll, Texas,

though the executive offices were not moved from Texarkana. It was not long before the treasury of the company grew strong and in the years that have elapsed handsome profits have been reaped from the enterprise.

At present the company has a paid-in capital and surplus of more than \$1,000,000 and its fair name is known throughout the Southwest and wherever its product is distributed. The officers are T. L. L. Temple, president; William Temple, vice president, and L. D. Gilbert, secretary and treasurer.

The Southern Pine Lumber Company handles, in addition to the output of the Diboll mill, the stocks of several mills. At one time Mr. Temple was heavily interested in the Lufkin Land & Lumber Company, of Lufkin, Texas, but in recent years his investments have been more in timber lands. He is a director in the Texas & Louisiana Railroad Company, which was incorporated a few years ago with a capital of \$200,000.

Mr. Temple married, in 1880, Miss Georgia D. Fowlkes, a descendant of one of the oldest families of Virginia. Five children, three girls and two boys, comprise the family. They are Gertrude Temple, now the wife of George Webber, of Texarkana; Thomas L. L., Junior, Marguerita, Georgie D., and Arthur Temple. The family occupies a beautiful home in Texarkana, where Mr. Temple is one of the leading citizens.





Dr. James Harrison Pease is dead, but has spent nearly 50 years in Texas. He was born in Haverhill, Mass., September 1, 1810. His wife was J. B. A. Carter and his mother, Miriam Ann Pease. Twelve months after the death of his wife he came west to Texas, where he lived, looking for business, until that war in 1861, but afterwards he remained in the business world. His boys had been sent away to college, where the father made his home and was engaged in business. Samuel F. is said to have shown some degree of interest in a part in the common schools of this state. It is not yet said what he applied for.



S. F. CARTER

Samuel F. Carter

Texas, while in point of white settlement one of the oldest states in the Union, has, nevertheless, been one of the latest in point of development. The French made a settlement at Matagorda Bay in 1686. In 1693 a Spanish mission was founded between the Neches and Trinity rivers, and in 1730 the first civil settlement was made at what is now San Antonio; but when, in 1845, after a long and checkered career, Texas was admitted to the Union its population was small and by the succeeding census, that of 1850, in spite of the influx of American settlers following annexation, was only 212,600. For several decades its progress was slow, in 1870 its population being only a little over 818,000. Soon thereafter, however, it began to grow with rapidity and by the census of 1900 its population was 3,048,710. For about thirty years its growth in population and in wealth has been exceedingly rapid, and in this later development the lumber industry has had a large share. A man whose life closely corresponds with the real development of the State, and whose business career covers the great expansion of the Texas lumber industry is Samuel Fain Carter, of Houston, Texas.

Mr. Carter was not a Texan by birth, but has spent nearly his entire life there. He was born near Huntsville, Alabama, September 14, 1857. His father was J. Q. A. Carter and his mother Mildred Ann (Richards) Carter. Twelve months after the birth of this son the parents moved to Texas, where the boy was destined to follow the career that was to bring him an enviable reputation and an honorable name. His boyhood days were spent in Sherman, where his father made his home and was engaged in business. Samuel F. is said to have shown little special promise while a pupil in the common schools at Sherman. It can not be said that he applied him-

self any more studiously than his companions, and he had but the rudiments of an education when he left school, in 1870, at the age of thirteen years and became a printer's devil in the office of *The Courier*, a weekly paper then published in Sherman. The fascination of the hurry of newspaper work appealed to him so that from a devil he became a compositor. At the end of six years he was a skillful typesetter, but, as the weekly newspaper did not offer him the opportunity he desired, he went to Galveston, where he set type for the *Daily News* for four years.

But pride and ambition had entered the young man's breast by this time and he sought to better his condition and prospects in life. The opportunity he was anxiously seeking came to him in 1881 when he secured a position as bookkeeper in the shingle mill of Long & Co., at Beaumont. This was his initial experience in the lumber business and at this operation he gained the groundwork of his knowledge of the lumber industry, which he has followed ever since. In 1883 he was sold a working interest, on credit, in the Texas Tram & Lumber Company's Village Mills, in Hardin County. He took up his residence at the mills, working there steadily for two and one-half years, in which time he studied carefully every phase of the manufacture of lumber. In June he was transferred by the Texas Tram & Lumber Company from Village Mills to Beaumont where he assumed the position of business manager and sales agent for the company. It was an opportunity for him to display his executive ability and under his careful guidance the business prospered more and more each succeeding year.

For seven years he remained in Beaumont, during which time he studied the possibilities of that rapidly growing section. In 1892 he moved to Houston where, in connection with the late M. T. Jones, he organized the Emporia Lumber Company. This concern has had a brilliant history. The organization had originally a capital of \$50,000, contributed equally by Mr. Carter and Mr. Jones, while today its capital

has increased to \$500,000 with a good-sized surplus, and since its organization it has paid out in cash dividends more than \$300,000. The plant of the company was operated jointly by Mr. Carter and Mr. Jones for four years, when the interest of the latter was bought by Mr. Carter. He then sold stock on credit to several of his most trusted and important employees, some of whom accumulated snug sums sufficient to enable them to engage in business for themselves. Three of his former employees are now running profitable businesses of their own, with money earned and experience gained with Mr. Carter and the Emporia Lumber Company. The mill is located at Emporia, Angelina County, and has enjoyed its share of the prosperity that has prevailed in the lumber industry in late years.

Mr. Carter, besides being president of the Emporia Lumber Company, holds the same office in the Sunset Lumber Company, of Doucette, Tyler County, Texas, of which he is principal owner. The company has a capital of \$100,000 and is engaged in the manufacture of yellow pine. The two companies own 50,000 acres of virgin yellow pine timber in Tyler and Angelina counties. His extensive interests and financial resources led him to accept a seat (upon solicitation) in the directorate of the South Texas National Bank, Houston, which has a capital and surplus of \$750,000.

He married Miss Carrie E. Banks, of Galveston, Texas, January 23, 1882. Four children have been born to the couple—Mrs. J. Edward Ross, Florence Carter, Samuel Fain Carter, Junior, and Annie Vive Carter.

As a business man Mr. Carter has a reputation for integrity eclipsed by none. He has been liberal in giving his moral and financial support to every enterprise that would add to the stability and commercial success of Houston and the tributary section. He has been instrumental in forwarding the interests of Houston and southeast Texas in a large degree. He is a Methodist and has been liberal in contributing to the needs of the Church, his faith and charities showing his absolute sin-

cerity. An example of Mr. Carter's generosity is shown in his recent offer of material assistance in furthering the project of a new building for the Young Men's Christian Association. In politics he is a Democrat of the sound-money wing of the party, and, though he has been prominent as a counselor, he never has sought, nor would he accept, a public office. He does not belong to any fraternal organizations, but derives his greatest pleasure in spending his leisure moments at home with his family.

As a debater Mr. Carter is vigorous and forceful and has the courage to express his convictions on the floor of conventions as in private. He has given much of his time and attention to association effort on behalf of the lumber trade in general, no matter being too trifling or too great to receive his undivided consideration. He has been active in Texas lumber association work ever since he became identified with manufacturing, and has been a member and participant in the affairs of the Yellow Pine Manufacturers' Association and its predecessor, the Southern Lumber Manufacturers' Association, since its inception. He is a splendid committeeman, a useful worker on the floor of the meetings and everywhere is a practical and appreciated toiler along voluntary association lines.







John M. Thompson

... of the first of these men indicates that they have succeeded in the face of almost insurmountable obstacles... they pioneers of men... partly cleared for... weight of ability and... John Martin Thompson...

John M. Thompson was born Jan. 9, 1809, in what is now... about twenty miles from Cartersville... of the states of Georgia, Tennessee and North Carolina formed the Cherokee Nation. His mother was of Cherokee descent, and a great uncle, Gen. Buck Thompson, was a soldier under Washington in the War of Independence. His father, R. F. Thompson, moved to Indian Territory in 1844, and in the spring of 1844 bought a block of... in the northern part of... A large... of shorleaf... with... of his... The family... It was in the... Thompson spent his early... The year 1849, John and his family... at the... Thompson...

After his death... Thompson... to the... of his father. This... and



JOHN M. THOMPSON

John M. Thompson

A review of the lives of some men indicates that they have succeeded in the face of almost insurmountable obstacles placed in their way by unkind fate. Be they pioneers or men of a later generation, whose path has been partly cleared for them, they have progressed by sheer weight of ability and power to overcome. Among such men is John Martin Thompson, of Sherman, Texas.

John M. Thompson was born June 9, 1829, in what is now Bartow County, Georgia, about twenty miles from Cartersville. At that time portions of the states of Georgia, Tennessee and North Carolina formed the Cherokee Nation. His mother was of Cherokee descent, and a great-uncle, Gen. Buck Thompson, was a soldier under Washington in the War of Independence. His father, B. F. Thompson, moved to Indian Territory in 1838, and in the spring of 1844 bought a block of ten thousand acres of land, situated in the northern part of Rusk County, Texas, on the waters of Rabbit Creek. A large portion of this land was covered with a fine quality of shortleaf pine timber as well as white oak, gum, ash and some walnut. In the early winter of the same year he moved most of his negroes to Texas and started a cotton plantation. The family followed to the new location in the fall of 1848. It was in the Territory and in Texas that young Thompson spent his early days and secured his primary education. The next year, 1849, John and his brother, Wirt W., were sent to the Western Military College, then located at Georgetown, Kentucky, where at that time the afterward illustrious James G. Blaine was an instructor.

After two years spent at this institution, young Thompson returned to the plantation and was made overseer by his father. This position carried with it a salary of only \$25 a month, and

the contract called for the overseer and all his hands to be in the field every morning at sunrise and continue their labors until sunset. With the development of that section of the country came a demand for lumber, and Mr. Thompson, Senior, decided to put in a sawmill, giving his sons, John and Wirt W., a third interest in the business. In the spring of 1852 the mill was shipped from New Orleans to Shreveport, from which point it was hauled eighty miles by wagon, and put up. This was the second sawmill built in Rusk County. It was the original intention of Mr. Thompson to purchase a circular sawmill, but when his broker told him that this type of mill had to be operated so fast that it was dangerous and would be liable to injure the operator, he contracted for a sash mill. The machinery and boiler were of an antiquated pattern, but by working fourteen to sixteen hours about 2,000 feet of lumber a day was sawed. For five years the mill was run and operation ceased only when fire destroyed the plant.

This event really was the beginning of John M. Thompson's lumber career. His father, being dissatisfied with the profits of the enterprise, agreed with his sons to take the damaged machinery as his part of the investment and to give John and Wirt W. all the money on hand, the notes and the pine timber from about 10,000 acres as their share of the business. With their small capital the sons bought a circular sawmill which was more to their liking and with which they began operations again. This circular mill was one of the first, if not the first, set up in eastern Texas. At the opening of the Civil War the sawmill was converted into a flour and grist mill, the owners furnishing the land and two negro boys to run it, while they themselves entered the Confederate army. The superintendent of the mill was instructed to furnish to the families of all soldiers, whether they had money or not, whatever amount of flour was required for their needs.

Organizing Company F, Fourteenth Texas Regiment, Mr. Thompson served throughout the war under the colors of the Army of Gray. Of the 128 men in the company who crossed

the Mississippi River only seven returned unwounded. After being in service east of the river for a long period, Mr. Thompson was discharged on account of sickness, but upon his return home he raised a second company and continued in service. He was almost incapacitated in one of the later battles in which he fought in northern Louisiana.

At the conclusion of the war Mr. Thompson found his family destitute of the real necessities of life, all his negroes gone and nothing to fall back upon but a small farm and some worn out machinery. In addition to this were old debts, amounting to \$3,500, contracted before the war. The odds and ends of the sawmill machinery were collected and a mill put up in a fresh tract of timber. It took three years to cancel the obligations of the mill and the estate of the senior Thompson, who died in 1863. The mill, which was started in November, 1865, cut from 4,000 to 6,000 feet of lumber a day, for which \$15 a thousand was obtained as it came from the saw. In 1875 Mr. Thompson took as his partner Henry Tucker, and they continued to run the mill in Rusk County until 1882, when the machinery was moved to Trinity County and located at its present site—Willard.

The business of the partners was incorporated in January, 1887, as the Thompson & Tucker Lumber Company. Those originally interested were Mr. Thompson and his two sons, J. A. and B. F. Thompson, and Henry Tucker and his son, J. E. Tucker. Two years later Mr. Thompson bought the interest of Henry Tucker and sold it to his son, W. P. Thompson. Subsequently, the interest of J. E. Tucker was bought also. B. F. Thompson was the general manager of the sawmill and sales department, J. A. Thompson looked after the different yards, W. P. Thompson took charge of the office and commissary department, while the father financed the operations and bought timber property. A conservative estimate of the timber now owned by the company is 515,000,000 feet of longleaf pine. The company has one of the best mills in the country, with a daily capacity of 75,000 feet. Mr. Thompson, in Au-

gust, 1904, organized the J. M. Thompson Lumber Company, with a capital of \$300,000, all paid in. The entire issue of stock is owned by members of the Thompson family. The property holdings include 60,000 acres of shortleaf pine timber and fifteen miles of frontage on the Trinity River. It is estimated that the stumpage will yield 300,000,000 feet of pine and that large quantities of oak, gum and ash, the latter amounting to 50,000,000 feet, will be secured when the pine shall have been cut. Mr. Thompson closed out his interest in the Thompson & Tucker Lumber Company January 2, 1902.

Mr. Thompson has been married twice. He wedded Miss Lou McCard in 1853, and of this marriage two of the six children born to the couple survive—J. A. Thompson and Lou Della Thompson, now Mrs. W. R. Crim, of Kilgore, Texas. The mother of these children died in 1870. Mr. Thompson afterward married Miss Emma Holt and six children have been born to them. They are Cherokee Adaline, now Mrs. J. C. Kelly, of Waco, Texas; John Lewis, Ligett Nicholas, Harry Hoxie, Alexander and Anna Mae.

Mr. Thompson is a stockholder in the Grayson County National Bank, of Sherman, and the Merchants' National Bank, of Houston, Texas. He is a member of the Masonic order and of the Knights of Honor. He has large real estate holdings, and several of the farms he owns are run by his former slaves, for whom he has provided. He has been largely interested in charity, to which he has given freely. He is a trustee of Austin County College, Sherman, to whose support he has contributed.







J. LEWIS THOMPSON

J. Lewis Thompson

That youth is no barrier to successful manipulation of capital has been demonstrated time and time again, and many instances exist where the young man of ability has erected a lasting monument to his business sagacity. No better illustration of the force of youth is to be found than in the accomplishments of John Lewis Thompson, a citizen of Willard, Texas, but whose name is known far beyond the confines of the Lone Star State.

In considering a man's character and his success as a whole, his environment and the training that he received must be considered. J. Lewis Thompson inherited, it might be said, a liking for the lumber industry from his father, J. M. Thompson, one of the early lumbermen in Texas and one who has lived to witness the achievements of his son. Young Thompson learned the business, while a youth, from the saw up. He has passed from one position to another, each step one of promotion, until today he is the president of the Thompson & Tucker Lumber Company, of Willard.

The Thompson family lived on a farm in Rusk County, Texas, in 1875, and on February 14, of that year, John Lewis Thompson was born. Two years later the farm life was given up and the father took his wife and baby to Kilgore, Gregg County, in the same State, where he engaged in the general store business, though as early as 1852 he had started in the manufacture of lumber. The boy was always called Lewis by his parents and few people know him as John Thompson. He received his education in the schools of Kilgore and in 1891 completed an academic course at the college at Sherman, Texas.

He had a desire to enter college and secure a degree, but his father persuaded him to accept employment with the

Thompson & Tucker Lumber Company, which business had been established by J. M. Thompson. A position was found for him as a clerk in the commissary department. To a college-bred man with ambitions the remuneration—\$20 a month and board—might have seemed too small. But young Thompson was earnest and progressive and was there to learn the business in all its details. That he devoted himself to his work and performed it with satisfaction is attested by the fact that after three months' service his wages were increased to \$50 a month. When a vacancy in the bookkeeping department occurred the clerk was the one chosen to assume these duties, and it was not long before he had an intimate knowledge of the credits and of the office end of the business as well.

During the time Lewis Thompson was laboring in a minor capacity he was mastering the details of each department and embodying ideas of his own in their conduct. He was there to study, to observe, and few details escaped his attention. That he was with the company heart and soul is shown in the fact that he rejected an offer from a Kansas City lumber company to become its purchasing agent, the salary of \$3,000 being an inducement in itself. At that period he was receiving but \$75 a month. The offer did not bother the young man; he had set his face toward a purpose and that purpose was to know everything about the lumber business that could be learned at the plant of the Thompson & Tucker Lumber Company.

Industry has its reward, and it was not long in coming to Mr. Thompson. His work had been appreciated, his services were valuable and the company realized that it had a man of ability in its employ. He was granted a year's absence with pay and accepted the opportunity of increasing his knowledge of commercial affairs by taking up a course of study at a business college in Poughkeepsie, New York. Finishing the course, he spent a few weeks in the East and at the end of five months he was back at his desk at the mill.

The vacation and trip was almost as beneficial to the company as it was to Mr. Thompson, for he was not slow in incor-

porating in the operation of the company's affairs the knowledge he had gained during his absence. Additional responsibilities were put upon him as occasion arose, and it may be said truthfully that he never gave room for disappointment in the confidence reposed in him. His ideas were broadening the while and, in 1897, he determined to engage in the lumber business for himself, having decided to invest what capital he had in a yard in Indian Territory.

When he made known his intention it met with the instant disapproval of his father. Mr. Thompson, Senior, offered to sell him \$10,000 worth of stock in the Thompson & Tucker Lumber Company. This offer was not entirely satisfactory, but the younger man agreed to give his services without compensation if he were allowed to buy \$50,000 of the stock of the company, his notes for the payments to bear no interest, the contract further providing that, should he leave the company before the notes had been taken up, the stock should revert to the original holders. The agreement was made. The stock represented one-fourth interest in the business. Mr. Thompson worked with renewed energy for the success of the company and at the end of the three years he had been able to cancel each of the notes issued for the stock transferred to him. When J. M. Thompson, his father, was considering a proposition to dispose of the Willard mill property for \$500,000, the younger man objected on the ground that the valuation was placed too low. So the son set about to make a new deal which resulted in the entire plant and timber holdings of the company passing into the hands of John Lewis Thompson, Thomas Foster, of Houston, Texas, and Benjamin B. Foster, of Kansas City, a majority of the stock being retained by J. L. Thompson.

A reorganization of the company took place in 1901, since which time the active management has been carried out brilliantly by Lewis Thompson, and few lumber companies in Texas today have as bright a record as that of the Thompson & Tucker concern.

Mr. Thompson was instrumental in forming, in 1904, with his father, the J. M. Thompson Lumber Company, with a paid in capital of \$300,000, of which he is general manager. All of the stock is owned by members of the Thompson family. About 60,000 acres of shortleaf pine timber and fifteen miles of frontage along the Trinity River are included in the property. From this tract, it is estimated, 300,000,000 feet of pine will be cut, besides 50,000,000 feet of oak, gum and ash. J. M. Thompson is president of the company; J. A. Thompson, vice president; L. N. Thompson, secretary, and J. T. Beall, treasurer.

As a stockholder and director in the Merchants' National Bank and the Union Bank & Trust Company, of Houston, Texas, and the Grayson County National Bank, of Sherman, Mr. Thompson is associated with several of the leading financial enterprises of his native State. He is one of the foremost members of the Southern Lumber Manufacturers' Association, he is in its directorate and a member of the committee on values, and his word bears much weight in the councils of the organization. He is a Hoo-Hoo, a thirty-second degree Mason, a Knight Templar and a Shriner.

Mr. Thompson married June 21, 1898, at Sherman, Texas, Miss Helen Kerr. Two children have been born to the couple—John Lewis, Junior, and Benjamin Franklin Thompson.





Henry J. Lutch

The matter of achievement, shrewd business judgment and untiring energy have been potential in the industrial and commercial progress of the United States, and have built to destruction many enduring monuments in the shape of great business enterprises. Such achievements are to be found everywhere, north and south, east and west. But perhaps none of the most remarkable have been found in the South, for there the obstacles have been greatest. One of these great business industrial enterprises is primarily and principally due to one of the pioneers of the southwestern yellow pine belt, Henry J. Lutch, of Orange, Texas. In every sense of the word he was a selfmade man and his career furnishes a marked example of what, in the face of obstacles and despite the lack of early advantages, may be accomplished by pluck, energy and sterling worth.

His parents, Lewis and Barbara Lutch, were natives of Wismarsberg, Germany. They were married in 1826 and arrived in America the day after their wedding, settling in Williamsport, Pennsylvania, where they resided during the remainder of their lives. The son, Henry J. Lutch, was born in that State, December 4, 1854. The boy was early compelled to assume his burden. His pluck asserted itself and in 1871 he engaged in business. At the end of five years his earnings amounted to twenty dollars.

With this capital he associated himself with John Walston, and together they secured the firm of Lutch & Walston and entered into the lumber business at Williamsport, Pennsylvania. As a boy Henry Lutch had an insight into the business, as he paid for his two year's tuition at Dickinson Seminary, Williamsport, by plowing villages in the Langdon & Deane system. While devoting most of his time to the lumber business



HENRY J. LUCHER

Henry J. Lutch

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His parents, Lewis and Barbara Lutch, were natives of Württemberg, Germany. They were married in 1826 and started for America the day after their wedding, settling in Williamsport, Pennsylvania, where they resided during the remainder of their lives. The son, Henry J. Lutch, was born to them November 4, 1836. The boy was early compelled to provide for himself. His pluck asserted itself and in 1857 he engaged in business. At the end of five years his savings amounted to nearly \$15,000.

With this capital he associated himself with John Waltman, and together they formed the firm of Lutch & Waltman and entered into the lumber business at Williamsport, Pennsylvania. As a boy Henry Lutch had an insight into the business, as he paid for his last year's tuition at Dickinson Seminary, Williamsport, by picking edgings in the Langdon & Dibens sawmill. While devoting most of his time to the lumber business

he dealt in cattle also, shipping them by the carload to eastern points. Two years after the firm of Lutchter & Waltman had been organized Mr. Lutchter induced his partner to withdraw from the firm and to sell his interest to G. Bedell Moore, who was Mr. Lutchter's partner for many years thereafter, under the firm name of Lutchter & Moore.

Unexploited timber land in western Pennsylvania was growing scarce at even that early period, and the firm sought an opening in some more promising section. Michigan and Wisconsin already had been generally invaded by lumbermen and the opportunity that Mr. Lutchter sought was not to be found in the white pine North. In 1876 he made a trip to Texas to prospect for timbered land. Traversing the Neches River as far north as Bevilport, he followed the Sabine River to Burr's Ferry. Crossing the river there he followed the east bank to Orange, passing through a remarkably fine tract of longleaf pine. The tract was such as to attract his attention, and after he had cruised the timber he determined that this locality held forth a promise of great success for a lumbering enterprise. So the management of the firm's business in the Keystone State was arranged to allow of the protracted absence of its principals, and the scene of their active, personal operations was transferred to Orange.

Mr. Lutchter and his partner were the first northern capitalists to invade that part of southeastern Texas after the Civil War, but the slight dislike founded on sectional animosity was quickly dissipated. Heavy investments were made in lands and in 1877 a large modern sawmill was built at Orange, the firm finding that it could manufacture lumber for one-third of the expenditure necessary in the old fashioned mills. A railroad business of no mean proportions was built up and the profits were invested in 500,000 additional acres of pine and cypress lands in Texas and Louisiana. Later, the firm organized the Lutchter & Moore Cypress Lumber Company, and at Lutchter, Louisiana, forty-two miles north of New Orleans, built, in 1889, one of the largest and best equipped sawmills

in the United States. It is said that \$750,000 were expended on this mill before a dollar was received in return. The town of Lutchter, a thriving place with a population of 4,500, was built up by this enterprise. The mills at Orange also rank with the best and cut 300,000 feet of logs a day, averaging 75,000,000 feet of lumber annually.

The old firm continued the operation of the mill at Williamsport until 1888, when the business there was wound up and the attention of Mr. Lutchter and his partner devoted entirely to southern mills. Mr. Lutchter's investments have been so fortunate that he is rated as several times a millionaire. The capital and surplus of the Lutchter & Moore Lumber Company at Orange is \$750,000, and of the Lutchter & Moore Cypress Lumber Company, \$900,000. The Red Cypress Door & Sash Company, of Kansas City, Missouri, another venture, represents an investment of \$200,000. But these figures are merely nominal, and it is conservatively estimated that the companies today undoubtedly are worth between \$9,000,000 and \$10,000,000, Mr. Lutchter and his family owning 90 per cent, if not all, of the stock. The mills at Orange alone pay out \$100,000 a month for labor. Many southern mills have taken the Lutchter plant as a model in the planning of new enterprises.

Besides the interests already enumerated Mr. Lutchter is interested financially in the Orange Mercantile Company; the Orange Ice, Light & Water Works Company; the Magnolia Rice Plantation; the Gulf, Sabine & Red River Railroad; the Mississippi & Pontchartrain Railroad; the Orange & Northwestern Railroad; several vessels in the South American trade, and lighters and tugs. The Magnolia rice plantation embraces 5,000 acres. The Gulf, Sabine & Red River Railroad is thirty-five miles in length; the Mississippi & Pontchartrain Railroad, seventeen miles in length; the Orange & Northwestern Railroad, thirty miles in length, now being extended to the town of Newton, thirty-one miles more.

Mr. Lutchter has been an active member of the Texas

Lumbermen's Association and of the Southern Lumber Manufacturers' Association during his active business career and has swayed with his forceful ideas much of the legislation of these organizations. The Lutchter & Moore Lumber Company at Orange and the Lutchter & Moore Cypress Lumber Company at Lutchter both claim Mr. Lutchter as president. He is remembered to have taken but one vacation, and that was in 1890, when he spent most of the year in Europe accompanied by his wife.

As a public spirited citizen, Mr. Lutchter did more to promote the interests of Sabine Pass, Texas, and to open up that port to deep water than any other individual in the South or Southwest. His appeal to the rivers and harbors committee of Congress, which resulted in attracting the attention of that body, will never be forgotten in the valley of the Sabine. He has been an indefatigable worker, every hour having its appointed duties, which permitted of no deviation. Possessed of a strong, magnetic personality, Mr. Lutchter has been a potent factor in the development of the Texas coast country.

He early manifested a taste for reading, and, although his business interests required close attention, he found time to familiarize himself with the works of the best writers and thinkers of the Old World and the New. His knowledge of the events that preceded the American Revolution is more thorough than that possessed by many public men. He is the author of a pamphlet entitled, "A Stronger and More Permanent Union," advancing the principle of electing United States senators by the choice of the people direct.

Mr. Lutchter married January 23, 1858, at Williamsport, Pennsylvania, Miss Frances Ann Robinson, daughter of David Robinson. Two children were born to the couple—Miriam M., wife of W. H. Stark, and Carrie Launa, wife of Dr. E. W. Brown, both of Orange.







William A. Fletcher

"Every letter and figure is prepared and dictated by computer, the machine, in the latest recording, by walking, or running, or standing." It is true it would that a man's business skills, and his ability to be successful by years of application, and his ability to be successful the more fully developed are those of the machine. But the machine, after long training, do not become dependent upon a tight hold on the reins of various machines, a machine that has been indicated times innumerable and it is impossible to do in the case of William Andrew Fletcher, of Beaumont, Texas.

While Mr. Fletcher is now not actively engaged in the lumber or timber business, having retired a half dozen years ago to spend, in the quiet of his own fireside, a well-earned rest after more than two score years spent in one of the busiest walks of life, perhaps not in the entire Southwest is there a man better known than he in the timber trade. Though he is not personally directing any of the enterprises with which he is connected or connected, yet his guiding hand is felt in each.

He is the son of George Fletcher and Ellen (Wright) Fletcher, the latter having been born in West Carolina and the latter in Tennessee. The latter participated in war engagements in the Mexican War and upon his return moved from Texas to the Lumber Co., Limited, where W. A. Fletcher was born, April 21, 1878. The father Fletcher operated water-power sawmills. The mother died when the boy was five years old, and in 1883 the family moved to Winkfield, Jasper County, Texas. Young Fletcher farmed, ran cowboys, fished and hunted for a livelihood. One season he ran and floated cypress timber for Hardy & Hunt in Beaumont, and from the money he thus made paid for a short session at school.



WILLIAM A. FLETCHER

William A. Fletcher

“Every habit and faculty is preserved and increased by corresponding action—as the habit of walking, by walking; of running, by running.” So may it be said that a man’s business ability and shrewdness are intensified by years of application; and the wider the experience the more fully developed are these qualities. That the faculties, after long training, do not become dulled even when a tight hold on the reins of various enterprises is relinquished has been indicated times innumerable and it is particularly true in the case of William Andrew Fletcher, of Beaumont, Texas.

While Mr. Fletcher is now not actively engaged in the lumber or timber business, having retired a half dozen years ago to spend, in the quiet of his own fireside, a well-earned rest after more than two score years spent in one of the busiest walks of life, perhaps not in the entire Southwest is there a man better known than he in the lumber trade. Though he is not personally directing any of the enterprises with which he is connected in Beaumont, yet his guiding hand is felt if not seen.

He is the son of Thomas Fletcher and Eliza (Miller) Fletcher, the former having been born in North Carolina and the latter in Tennessee. The father participated in one engagement in the Mexican War and upon its close moved from Texas to St. Landry Parish, Louisiana, where W. A. Fletcher was born, April 23, 1839. The senior Fletcher operated water-power sawmills. The mother died when the boy was five years old, and in 1856 the family moved to Wiessbluff, Jasper County, Texas. Young Fletcher farmed, cut cordwood, fished and hunted for a livelihood. One season he cut and floated cypress timber for Hardy & Heart to Beaumont, and from the money he thus made paid for a short session at school.

He tried piloting on steamers plying the Neches and Sabine rivers. He also assisted in rebuilding the first sawmill that was erected in Beaumont. In payment for his services he was obliged to accept a lot of lumber cut by the mill. This mill was brought in by Ross & Alexander, but, after fire had wrecked the plant, the mill and site were bought by J. M. Long and F. L. Carroll.

At the outbreak of the Civil War Mr. Fletcher went from Beaumont to Liberty, where he enlisted in Company F of the Fifth Texas Infantry, which became a part of Hood's Brigade, Longstreet's Division. He was twice wounded and twice captured. He was released from capture the first time because in his wounded condition he was unable to travel, but the second time he fell into the hands of the enemy he was held thirty days. He made his escape by jumping from a moving train at night while being taken north. After the battle of Chickamauga he was transferred from the infantry to the cavalry service, owing to his disabilities, and became a member of Company E, Perry's Rangers, and served until the close of the war.

Returning to Beaumont, Mr. Fletcher started to work as a wheelwright, forming a short-lived partnership with a Mr. Adkins. He continued in this line of business until business became so poor he could scarcely earn a living. He then found employment in the sawmill operated by Long & Son, where he had charge of the surfacing and matching machines. He proved an efficient workman and it was not long before he had charge of all the manufacturing. In June, 1873, he secured an interest in the business. The sawmill of Long & Son was sold to F. L. Carroll and after the death of J. M. Long, the son, the business of Long & Co. was consolidated with that of Carroll. Subsequently, Long & Co. incorporated under the title of the Long Manufacturing Company, after the shingle plant of Smyth & Black had been secured. Another sawmill venture of Mr. Fletcher's was in connection with the Beaumont Lumber Company, which for many years operated

one of the largest and best equipped plants in southwestern Texas, every detail of which was constructed under his personal supervision.

After running the Beaumont mill for some time Mr. Fletcher disposed of the property and built a mill of larger capacity at Village Mills, thirty-five miles north of Beaumont, on what was then the Sabine & East Texas Railway, but now the Sabine division of the Southern Pacific. During the period of this mill's active existence it broke all previous mill records by sawing 255,403 feet of lumber in eleven hours' actual running time. The feat created much discussion in lumber circles and won for the gentleman who accomplished the record-making event an enviable reputation as a practical lumberman. Later, Mr. Fletcher assisted in the formation of the Tram & Lumber Company which afterward became known as the Texas Tram & Lumber Company and then consolidated with the Village Mills Company and the Eagle mills, of Beaumont.

More than one of the magnificent lumber enterprises now doing business at Beaumont are controlled by men who learned their trade under Mr. Fletcher, and the same system that was followed by him years ago in the management of his various lumber enterprises is adhered to by many of the Beaumont lumber companies. Mr. Fletcher is known as the father of the present standard lumber gauges in Texas, and, although the system has been assailed often and vigorously, it still is recognized as being correct by practical millmen throughout the country. He also originated the idea of sizing dimension stuff and boards at the mill before stacking, by means of which the cost of rehandling was saved. He also perfected a log hauling and loading machine which is in use by many first-class sawmills in various sections of the country.

Another important feature in Mr. Fletcher's business career is the active interest he has always taken in the matter of the timber export trade between Beaumont and foreign countries, his view being that, inasmuch as Beaumont had in adjacent territory an inexhaustible supply of pine and hardwood

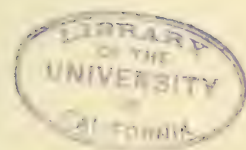
timber, no reasons existed why a great and profitable export trade between Beaumont and European ports should not be inaugurated. By Mr. Fletcher's own investigations and personal efforts an export trade was started at Beaumont and now nearly every mill of consequence in all the southeastern Texas lumber section does more or less exporting.

He was untiring in his earnest efforts for some kind of organization among the lumber manufacturers during and immediately following the financial depressions of 1893. The plans advocated by him at that time have been perfected in the various lumber organizations of the country and today, as a result of practical organization, lumbermen are in better touch and understanding with one another than almost any other class of business men.

In politics Mr. Fletcher is what is known as a "sound money Democrat" and, while he has never made any attempt to air his opinions, he did not hesitate during the free silver campaigns of 1896 and 1900 to let the people know exactly how he stood and what he believed with reference to the adoption of the policies embodied in the free silver platforms of those years.

Mr. Fletcher is not entirely out of the lumber business, as he owns stock in the Keith Lumber Company, of Voth, Texas, of which his son, E. A. Fletcher, is president, together with several million feet of timber.

With reference to Mr. Fletcher's home life it can truthfully be said that it approximates the ideal in every respect. He married Miss Julia Long early in his lumber career, and five children, four boys and one girl, have been born to them. Having practically retired from the cares of business, Mr. Fletcher is taking his ease in the circle of his own household. He built an attractive place on the east bank of the Neches River, eight miles above Beaumont, where he spends much of his time in fishing and hunting.







JEHU F. KEITH

Jehu F. Keith

Patience, perseverance and conservatism are the most prominent of the business traits of J. Frank Keith, of Beaumont, Texas, and make up what is really the key chord of his successful career in public and private life.

Jehu Franklin Keith—or Frank Keith, as his friends know him—is the first son and third child of Henry Cortez De Soto Fayette Keith and Sarah Elizabeth La Porte Keith, and was born in Jasper County, Texas, December 18, 1857. His father was born in Decatur, Georgia, and his mother in Monroe County, Alabama. His paternal grandfather was of Irish descent and took a prominent part in the stirring scenes of the Revolutionary War, particularly those which were enacted on South Carolina soil. He was a patriot and soldier and, as his son's name indicates, was an admirer of men who did things. The grandmother was of French descent and came from that sturdy Huguenot stock that has made Georgia famous in song and story. Mr. Keith's maternal grandfather, John La Porte, was born on the Atlantic Ocean while his parents were en route from France to the United States. The maternal grandmother's maiden name was Hannah Mims Smith and she was born in Alabama.

The parents of J. Frank Keith migrated from Alabama to Texas and settled at Pinetucky, in Jasper County, in the fall of 1854. The country was a wilderness and the pioneer in those days had to carve his way in the forest with such resources as were at his command. With his own hands Henry Keith cut the logs in the woods, built a house, cleared a small farm and became a progressive citizen. When Frank was twelve years old his father died and the responsibility of helping to make a living devolved upon him. There were few schools in those days and all the education the boy received did not exceed six

months in duration. The first job he had was sitting on one of the old-fashioned gin levers and driving the horses around and around, day after day. He inherited from his ancestors an inclination to follow the sea, but gave up this desire to please his mother.

When fifteen years old he went to Beaumont, where he began bunching shingles for Long & Co. and devoted several hours each night to the study of the few school books he possessed. After working in the shingle mills six months as general roustabout, he was promoted successively to the positions of engineer, saw filer and foreman. During these days in the mill he learned every detail of each operation, and today not a man in his employ knows more than he about any piece of machinery and how it should be run. In 1875 Long & Co. bought what was known as the old Black mill on the Sabine River, a short distance below Orange, and put Mr. Keith in charge. The mill cut ties, stringers and other heavy timber for the Texas & New Orleans Railroad, then being built from Orange to Beaumont. The mill was moved to Beaumont in the early part of 1876 and afterward became the property of the Beaumont Lumber Company. Mr. Keith remained with the mill and in 1881 superintended the building of a mill for his employers at Village Mills, Hardin County, on the Sabine & East Texas Railway, now the Southern Pacific.

In order to be abreast of the development of the lumber industry, Long & Co. decided to widen their business scope and organized the Tram & Lumber Company, in Beaumont, which later was changed to the Texas Tram & Lumber Company, and subsequently took over the property of the Eagle mill at Beaumont, which had been built by Smith & Seale. The property was consolidated with the holdings at Village Mills and a tram road to Yellow Bluff, in Jasper County, in 1889. Mr. Keith was elected vice president and general manager of the new concern, which for several years was one of the largest lumber and timber enterprises in the State.

Mr. Keith held this position with credit to himself and

profit to the company until 1898, when he left the Texas Tram & Lumber Company to embark in business for himself. With Colonel Sam Park, now president of the Industrial Lumber Company, of Beaumont, he organized the J. F. Keith Company, which has for its main purpose the operating of a line of vessels between Texas ports and the principal ports of the West Indies and Mexico. Colonel Park soon sold his interest to B. R. Norvell, and at about the same time the J. F. Keith Company bought the interest of the Consolidated Lumber Export Company, the principal asset of which was a lumber yard and large sheds and wharves at Tampico, Mexico. In addition to this purchase the Keith company bought a big saw-mill at Ariola, then owned by the Hooks Lumber Company, and the great lumber tonnage of this mill was added to the business carried on with the Mexican and West Indian ports. In 1901, upon his own terms, Mr. Keith, in behalf of his company, sold the entire property to the Kirby Lumber Company. Mr. Keith had a varied experience while he was engaged in the maritime business between southeast Texas and Mexico. During this period, he visited all the principal ports along Mexico's Gulf coast.

In 1902 Mr. Keith organized the Keith Lumber Company, with headquarters at Beaumont, in the Keith Building, on Pearl Street, of which company he is president and general manager. About 100,000,000 feet of timber is owned. The mill of the company is at Voth, on the Sabine division of the Southern Pacific, and is one of the largest and best mills in southeastern Texas. It has a daily cutting capacity of 80,000 feet, has a number of planers and edgers, four dry kilns and eight miles of first-class standard gauge tramroad. This tramroad has been incorporated under the name of the Beaumont & Saratoga Transportation Company, of which Mr. Keith is vice president and general manager, and is building steadily toward the oil fields of Saratoga, in Hardin County. Associated with Mr. Keith in the mill operations are W. A. Fletcher, W. C. Tyrrell, B. R. Norvell, J. H. Broom, E. A.

Fletcher and L. E. Ingram, who are also the principal stockholders in the railroad company.

Other important enterprises of Beaumont, with which Mr. Keith is connected, and his relations to them are as follows: Director in the Beaumont Ice, Light & Refrigerating Company; director in the American National Bank; director in the Heisig & Norvell Wholesale Grocery Company; president of the Park Bank & Trust Company; director in the Andrus-Park Grocer Company. He is also a stockholder and director in the Beaumont, Sour Lake & Western Railway, which runs from Beaumont to Sour Lake and which will be extended westward. He is the owner of some of the most valuable and desirable property in the city where he makes his home.

Mr. Keith married Miss Alice Carroll, the daughter of F. L. Carroll, one of the principals in the Long & Co. lumber enterprise, March 29, 1882. The union has been singularly happy, and five children make the home circle complete. They are as follows: Mrs. C. A. Easley, W. C. Keith, Olga Keith, Azille Keith and Alice Keith.

Mr. Keith is a member of the Benevolent Protective Order of Elks, the Woodmen of the World and the Concatenated Order of Hoo-Hoo.







SAMUEL PARK

Samuel Park

Salesmanship, the gift to dispose of any salable thing to advantage, and the power to organize, are characteristic of the younger generation of Americans. The salesmen of the country, individually and collectively, get business on the merits of their goods and because they will accept and execute orders for special work or material while their opponents are considering the advisability of accepting them, and also by reason of their self-confidence inspired by the resources backing them. As a salesman, an organizer and an operator Samuel Park, of Beaumont, Texas, is widely and favorably known and has created for himself an enviable position in the lumber trade of two countries.

Sam "Diaz" Park was born July 3, 1857, near Bedford, Taylor County, Iowa. Joseph Park, his father, was one of the early settlers and the first white man who was married in Taylor County. He was a captain in the northern army and acquitted himself with credit during the war, returning, after peace was restored, to Taylor County, where he resumed his work as a woolen mill operator.

As a boy, Sam Park received a common school education in Bedford, and until twenty years of age his life differed little from that of the average country boy with a healthy, happy disposition. A small place like his native town did not afford him an opportunity for the employment of his energies in a manner such as he desired, so, in 1877, he migrated to Kansas in search of employment, in which quest he was successful. The nature of the task which first fell to his lot was such as possibly would discourage the average seeker of fortune even at that time. He accepted with patience the difficult conditions surrounding his new sphere of activity and set about to improve them with all the energy which characterizes him.

His first work was with the Chicago Lumber Company, which was operating a line of yards in Kansas, and young Park's daily duty was to help pile the lumber in the yards. From this lowly station he rose rapidly, his first advancement being an appointment as assistant foreman, then foreman, a little later being made assistant manager and then manager of different yards operated by that concern. He was associated with this company for four or five years, being identified successively with its yards at Washington, Concordia, Beloit, Osborne, Bull City (now Alton) and Kirwin, Kansas.

In 1882, having accumulated what seemed at that time a snug sum, he determined to embark in the lumber business himself and opened a yard at Washington, Kansas. This venture did not prove very remunerative, however, as the depressed condition of commercial affairs at that time rendered the demand for lumber very light. His interests at Washington were finally disposed of and in 1884 he secured a position as traveling salesman for the Bohn Manufacturing Company, of St. Paul, a sash and door institution. His territory was in the Southwest and as far west as southern California.

Included in his field was Texas, where he became acquainted with several large operators of the early days, among them being M. T. Jones. The latter took a liking to the young man and offered him a position, which was accepted. Recognizing the ability of Mr. Park as a salesman, Mr. Jones proposed to establish a branch office and yard at Denver, but this location was vetoed by Mr. Park, who recommended Mexico as a country in which a large amount of lumber could be sold. Laredo was finally settled upon as the point at which a yard should be established, and Mr. Park assumed charge. This connection did not last long, as the ability shown by Mr. Park to dispose of large amounts of lumber was recognized in other quarters and a proposition was made by the Texas Tram & Lumber Company to the effect that Mr. Park should sever his relations with the M. T. Jones company and assume a position as sales agent in Mexico for the former concern.

This offer was accepted in 1888, but it was not until 1890 that Mr. Park invaded that country. He spent about eight years in establishing a lumber trade in Mexico, and is said to have been the first American to open up a business of this kind across the border. Mr. Park not only had to sell lumber in his new territory, but, in effect, had to create a market for it. The lumber consumption in Mexico at that time was of a very limited character, the great majority of the inhabitants living in adobe houses and some of the better class of dwellings being constructed of the same material. The Government and the railroads used considerable lumber, and this, at first, was about the only class of business that could be secured.

As a result of Mr. Park's experience in Mexico, he finally organized a company and entered into business on his own account in order to handle the trade to better advantage. This company is known as the Cai. de Madras Industrial and is still in operation. Previous to forming this company Mr. Park acted as general sales agent for the Beaumont Lumber Company, the Nona Mills Company, the Texas Tram & Lumber Company and the Village Mills Company, and before these associations were broken up he had secured a business in Mexico which amounted to about 25,000,000 feet annually. The general offices of the Cai. de Madras Industrial are at Monterey, Mexico, from which city traveling men cover the entire country. The company is capitalized for \$50,000.

Having firmly established his selling company in Mexico in 1898, Mr. Park went to Beaumont, where he organized the Industrial Lumber Company. The business has grown to such an extent that at present the company has a capital stock of \$1,000,000 and a surplus of \$900,000. The company owns three mills, one at Oakdale, another at Calcasieu, and a third at Vinton and has a controlling interest in another mill at Seale, all in Calcasieu Parish, Louisiana. These mills have a combined capacity of about 100,000,000 feet a year and all are operated by the Industrial company except the one at Seale, which ostensibly is operated by the Midway Lumber Company.

An important timber deal was consummated by Mr. Park for the Industrial Lumber Company late in 1905. In Rapides and Vernon parishes, Louisiana, 90,000 acres of longleaf pine was bought from the Wright-Blodgett Company, of Saginaw, Michigan, and the Blodgett Company, of Grand Rapids, Michigan, and others, at a cost of \$3,200,000. The newly acquired tracts adjoin the former holdings in the northeastern part of Calcasieu Parish, and it is estimated the company now owns title to 3,000,000,000 feet of longleaf yellow pine.

Mr. Park always has taken an active interest in the affairs of his adopted city and has been honored many times by positions of trust and responsibility. When the Beaumont Board of Trade & Oil Exchange was organized, during the early days of the oil excitement, Mr. Park was chosen as its first president and did much toward placing the oil business on an assured footing. When the organization was disbanded and the Beaumont Chamber of Commerce was organized in its stead, Mr. Park was elected president, and held the office for several years. With the establishment of many new enterprises, following the discovery of oil, a heavy demand for construction material led Mr. Park to form the Beaumont Brick Company, which since it was started has turned out 40,000,000 brick and has proved a paying investment in every particular.

Mr. Park married Miss Marion Lintner, of Chicago, Illinois, June 28, 1904. They have a little daughter—Elizabeth. Mr. Park is a Hoo-Hoo, a thirty-second degree Mason and a Shriner. He is president of the Beaumont Brick Company, director of the Lake Charles National Bank, Lake Charles, Louisiana, and served as a commissioner to the Louisiana Purchase Exposition and helped to raise a considerable sum of money in order to carry out the work of the Texas world's fair commission.





Samuel T. Swinford

...the success must be conceded
Such is the case with Samuel
...Texas, and, in considering his
characteristic of the man is found to
be one of a martyr. The force of the man himself and
of his circumstances has brought about what measure of
success he has achieved.

He was born December 11, 1834, at Pleasant Hill, Cal.
...being the only child of Dr. Samuel Swin-
ford and Harriet E. (Dana) Swinford. If there is any-
thing of beauty and refinement, young Swinford certainly
enjoyed it in the most favorable circumstances.
...being a doctor of medicine, was an
...of the Christian Church, and his mother
...of Kentucky, which makes more
...than in all the other products combined.
...of a strong character, strong in her reli-
...in varying out her ideas. She
...in the ripe age of seventy-two
...in Missouri, in 1897. The
...Dr. Swinford moved his family to
...though the father himself died three
...at Linn, Missouri.

The widow and her son continued to live at Independence
...the public schools of this



SAMUEL T. SWINFORD

Samuel T. Swinford

In reviewing the careers of men who have reached prominent positions, to discover the secret springs of their lives, it is often found that a man had an initial advantage, perhaps in the way of inherited capital, or, perhaps, in a business already established. When such is not the case, however, but when a man starts with no capital except that furnished by nature in his own personality, the secret of his success must be conceded to lie within the man himself. Such is the case with Samuel Thomas Swinford, of Houston, Texas, and, in considering his life, the most dominating characteristic of the man is found to be strength of purpose. The force of the man himself and not of happy circumstance has brought about what measure of success he has achieved.

He was born December 11, 1856, at Pleasanthill, Cass County, Missouri, being the only child of Dr. Samuel Swinford and Henrietta S. (Thomas) Swinford. If there is anything in heredity and environment, young Swinford certainly started out in life under the most favorable circumstances. His father, in addition to being a doctor of medicine, was an ordained minister of the Christian Church, and his mother came from the good old State of Kentucky, which takes more pride in its women than in all its other products combined. She was essentially of a strong character, strong in her religious convictions and energetic in carrying out her ideas. She lived her cleanly, Christian life to the ripe age of seventy-two years, dying in the Swinford home, in Missouri, in 1897. The year that Samuel was born Dr. Swinford moved his family to Independence, Missouri, though the father himself died three years later of Asiatic cholera at Lonejack, Missouri.

The widow and her son continued to live at Independence until 1861, Samuel being sent to the public schools of that

town, where he secured the rudimentary part of his education. In the winter of 1869, when he was but eighteen years of age, he began teaching in a country school about six miles east of Independence. He was dissatisfied with his own education and during the winter of 1871-2 he attended the University of Missouri, at Columbia, entering the normal class at that institution. While there he made many friends among the students, among them Eugene Field, who later became famous as a poet and humorist. After another winter at the University he took a school at Lees Summit, Missouri, as it had always been his plan to be a teacher and he had educated himself with this end in view. He continued teaching at this school and others in the State practically all the time from 1872 to 1878.

In February, 1878, Samuel Swinford said a final farewell to Missouri and moved to Orange, Texas. Shortly after his arrival he connected himself with the firm of Moore & Swinford, which concern at that time owned a lumber mill on the Sabine River, facing Orange. Later, he entered the employ of F. W. Stewart & Co., adding here to his lumber education. The knowledge of lumber and lumbering methods he gained with these two concerns brought him in good interest when he shortly afterward became associated with the late Judge D. R. Wingate, of Orange. He applied himself to the building up of the Wingate business with all the energy which has marked his every venture, and was instrumental in greatly improving its condition.

In 1890 Mr. Swinford, John Henry Kirby and Henry J. Lutchter appeared before the committee on commerce at Washington and succeeded, largely through Mr. Swinford's eloquence, in impressing the congressmen with the possibilities of Sabine Pass and the necessity for its improvement. This had very much to do with the subsequent action of the Government, which has done so much for western Texas. It was said of Mr. Swinford that he laid before the congressional committee facts, figures and conditions which were self-ex-

planatory and not to be controverted. Their object was to secure an appropriation to deepen Sabine Pass and to make it a deep water harbor, an immense aid to the commerce of that great and partially undeveloped section of the country.

During the twelve years he had been in Texas, Mr. Swinford had not only made himself thoroughly acquainted with the conditions then prevailing in that section of the United States, but he also had made himself a master in his knowledge of the lumber business in all its details, and, besides, had raised himself from the status of an unknown man and a stranger to a most enviable social and business standing.

The same year that he urged the Sabine Pass project before the commerce committee Mr. Swinford moved his family from Orange to Houston, Texas. He was now fairly launched in the lumber trade and during the next nine years he conducted a lumber commission business in Houston. It is said of him that he did a good business and that with every board he sold he made a friend, which, if it is true, is evidence indeed that he did a good business in more senses than one. In 1896 he was made president of the Texas Lumbermen's Association, and was continued in that post until 1899. Mr. Swinford always has been a prime mover in the affairs of the association as they relate to the lumber industry.

In the autumn of 1899 Mr. Swinford gave up his commission business to become associated with the Foster Lumber Company and the Southwestern Lumber Company, both of Houston, in the business of exploiting and operating a mill business on the "Trinity Tap." This business afterward was sold to the Kirby Lumber Company, of Houston. Two years later, in October, 1901, Mr. Swinford became general sales agent of the Kirby company.

Having assisted in the building up of enterprises headed by other men and having gone out of his way on every occasion upon which his good office and advantages could be of benefit to his neighbors, Mr. Swinford finally embarked upon the sea of commerce with a corporation of his own. Resigning his

position with the Kirby Lumber Company, September 1, 1903, he organized, in October, the S. T. Swinford Company, with a general office at Dallas and another office at Houston. The company is a wholesale lumber concern, and since its organization has done a remarkably large business. What has done more than all else to insure the success of this concern has been the personal force back of it—the force of the man who made his way step by step over every obstacle in his path, utterly refusing to recognize the possibility of failure.

Mr. Swinford always has been a prime mover in the affairs of Texas associations as they relate to the lumber industry. He has made it a point closely to follow freight matters, such as rates, long or short hauls, car service and demurrage. He recognizes the fact that more can be done by coöperation than by any other means and he has probably done more practical work in bringing about amicable relations between the lumber producers of the Lone Star State and the railways of that commonwealth than has any other one man. And in this, as in all other undertakings, he has set the stamp of his individuality and the coercive influence of effort not made to fail.

Mr. Swinford married Miss Mary E. Smith, at Pleasant-hill, Missouri, May 21, 1874. The couple has four children, all stalwart sons and having the forcefulness of their father. They are Jerome, Samuel T., H. G. and Eberle Swinford. All of the four boys inherit their father's energetic temperament and all are engaged in active pursuits. Jerome is a practical lumberman and a member of the firm of Beatty & Swinford, of Houston, Texas.

Mr. Swinford is considered a good after-dinner speaker and has a convincing personal magnetism which has had much to do with his well-merited success.





Frank B. Williams

Frank B. Williams, that golden goddess whom man has come to look upon as determining the destiny of all, has played many queer tricks up the sleeve in exultation of her worshipers. She has rewarded her votaries upon the advent of her admirers' careers, only to march them down when they have neared the goal of their ambition; while, conversely, she has not deigned at first to smile upon others struggling for her beneficence, and only when they have persistently wooed her has she lavished her gifts upon them. Frank Bennett Williams, of Patterson, Louisiana, is one whom fortune favored late, but then generously rewarded his persistent demands.

He was a pioneer in the manufacture of cypress. He labored long and well in the interests of the wood that only in recent years has been accorded the position it rightly deserves among the products of the forest. He is today a leader in the cypress industry and is receiving the honors which are due to a man of his sterling qualities.

Frank B. Williams is a native of the South. He was born in Mobile, Alabama, in 1851, and obtained his education in the schools of the city. When school days were over he took up railroad work, with the ambition of becoming the head of some great system of transportation. His earlier years were spent in the operating departments of the Mobile & Ohio, the Louisville & Nashville and the Union Pacific railroad companies. Two years he put in as a railroad man, and then, in 1870, he took up civil engineering and worked in the running of preliminary surveys of different rivers in the South. His final experience in engineering was full of discouragement. He took a contract in connection with the construction of the Morgan Run, now a part of the Southern Pacific System, to furnish the road with the soil together for its extension to Texas.



FRANK B. WILLIAMS

Frank B. Williams

Fortune, that fickle goddess whom man has come to look upon as determining the destiny of all, has played many queer tricks, to the dismay or exultation of her worshipers. She has smiled her sweetest upon the advent of her admirers' careers, only to cast them down when they have neared the goal of their ambition; while, conversely, she has not deigned at first to smile upon others struggling for her beneficence, and only after they have persistently wooed her has she lavished her gifts upon them. Frank Bennett Williams, of Patterson, Louisiana, is one whom fortune favored late, but then generously rewarded his persistent demands.

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Then came the failure of the company, which left him with practically no capital after he had settled his indebtedness.

Some idea of the possibilities of the lumber industry was gleaned by Mr. Williams during his surveying experience and as a contractor, and he cast about to find an opening in this business. He found the looked-for opportunity in 1875, when he contracted for the output of several small mills in the vicinity of Patterson, where he had located. The lumber bought by him was shipped to Texas and disposed of to advantage. The business grew, but the young lumberman was handicapped in making any great progress by the lack of capital. Two years after he had started to work, however, he found a friend and associate in Capt. J. N. Pharr, a planter, who admired the pluck of Mr. Williams and who saw in him the attributes of success. Out of this friendly admiration grew a partnership, and a sawmill that formerly furnished lumber to the junior member of the firm was purchased. Manufacturing was begun on a small scale, considerable attention being paid to cypress, which in that period had little but local use.

Cypress timber could be had in plenty in the early '70's, nearly all the lands then being held by the State or Federal governments. Its value was not recognized and sales were made at seventy-five cents an acre. Mr. Williams studied the situation and came to the conclusion that the future of the cypress industry was unlimited and that no investment was more promising than in its timber. That his judgment was correct in every particular has been proved by the trend of the industry in recent years. From his first small holdings of timber lands bought in 1880, he has continued his purchases until now his holdings aggregate more than 100,000 acres of the choicest cypress lands in Louisiana. It is conservatively estimated that these lands carry over 1,000,000,000 feet of cypress timber.

Following the buying of the mill by Pharr & Williams, in 1877, Mr. Williams devoted his entire time to the manufacturing end of the business. The capacity of the plant was in-

creased as the demand for cypress grew with a better understanding of its merits on the part of the yards and consumers. Now in operation are two double band mills with a combined capacity of 40,000,000 feet of lumber annually. They are modern throughout, and a large planing mill is run in conjunction with them. Mr. Williams has adhered to the policy of air curing the product and can not be persuaded to add dry kilns to the equipment.

The partnership of Pharr & Williams was dissolved in 1892 and the business was continued by Mr. Williams, though a company was subsequently formed and incorporated under the title of the F. B. Williams Cypress Company, Limited, of which F. B. Williams is president; C. S. Williams, vice president, and L. M. Williams, secretary and treasurer.

Well may Mr. Williams be called a pioneer in the cypress industry, for he was among the first to engage in its manufacture on a large scale and has always been a consistent advocate of the wood. Beyond a comparatively small use of the wood along the Chesapeake and Delaware bays and the Atlantic Coast as far north as Long Island Sound, accessible by water, no market other than the local one was open when he began to operate the first mill. It was not until the consumption of white pine in the growing West gave an upward tendency to values that a wider field for cypress was secured. The early producers struggled long and hard to prove their assertion that the wood was a proper substitute for the product of the northern forests. But recognition was bound to come, and Mr. Williams and his associates years ago began to reap the fruits of their victory.

Operating as carried on by the company under Mr. Williams' direction is of a substantial character. Through the tracts of timber lands where logging is going on has been built a system of canals for the getting of the logs out of the swamps to the mills. At certain seasons of the year in Louisiana, especially since the construction of the levees, it is difficult to get sufficient water on the ground to float out the logs. To

overcome this condition large canals were dug and smaller branch ditches cut, enabling the logs to be carried to the main canals by boats and from there taken to the mills either singly or in rafts. Skidders also are used and in some cases tram-roads are run in on corduroy.

Mr. Williams takes a pardonable pride in the office of the company at Patterson. The building itself is of the impressive old colonial style, with wide galleries. The finish is exclusively of cypress, the most beautifully figured wood being used for that purpose, and the effect produced is decidedly handsome.

Mr. Williams is actively identified with the politics of the State and Nation and has served as a member of the Republican National Committee and as the chairman of the State committee. He is president of the Whitney Central Bank, of New Orleans, one of the largest concerns in the South, and also of the State Bank of Patterson, a leading financial institution, and is interested in other banks in the commonwealth. He is owner of considerable real estate scattered in nine parishes of Louisiana and has numerous other interests, including rice and sugar plantations.

In the year Mr. Williams embarked in the lumber business—1876—he married Miss E. W. Seyburn, of Patterson. Four sons have been reared by the couple, and two of these young men are now officers of the company of which their father is the head. The children are C. S., L. M., L. K. and H. P. Williams, the two former, as previously mentioned, are officers of the great cypress company bearing the Williams name, and of the two latter, L. K. is about to enter Princeton College and H. P., Yale University.





WILLIAM B. RUSSELL

William B. Russell, born in 1850, was a man of great energy and ability, who was active in many of the most important movements of his time. He was a member of the American Association for the Advancement of Science, and was one of the founders of the American Society for the Study of the History of the Physical Sciences. He was also a member of the American Society for the Study of the History of the Life Sciences, and was one of the founders of the American Society for the Study of the History of the Earth Sciences. He was a man of great energy and ability, who was active in many of the most important movements of his time. He was a member of the American Association for the Advancement of Science, and was one of the founders of the American Society for the Study of the History of the Physical Sciences. He was also a member of the American Society for the Study of the History of the Life Sciences, and was one of the founders of the American Society for the Study of the History of the Earth Sciences.

His characteristics and his long life have been described in a brief manner in the preceding pages. It is not possible to do more than to give a general outline of his life and work. He was a man of great energy and ability, who was active in many of the most important movements of his time. He was a member of the American Association for the Advancement of Science, and was one of the founders of the American Society for the Study of the History of the Physical Sciences. He was also a member of the American Society for the Study of the History of the Life Sciences, and was one of the founders of the American Society for the Study of the History of the Earth Sciences.

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WILLIAM H. RUSSE

William H. Russe

Doubtless, the primary essentials of success for any man are ability, industry and integrity; but personal qualities and individual methods may be widely different, just as in a mechanical pursuit men may have different tools and different ways of using them. In business men show their personal peculiarities as plainly as in their social relations. Where some are venturesome others are timid, the former seeking out new paths to follow, while the latter stick closely to the beaten road. Of those who, without any adventitious aids, have determined their own course and invented and adopted their own methods is William Henry Russe, of Memphis, Tennessee.

His characteristics and the way they have been developed in a business career are interesting. He is by both nature and training essentially a salesman, with the qualities necessary to success in that calling amplified and strengthened by sound business sense and a wider grasp of affairs than is usually the gift of the man who has made his mark merely as a salesman. He has lost none of the qualities of a salesman, but has simply added to them those of the manufacturer and merchant in a broad way.

Mr. Russe was born in Indianapolis, Indiana, December 17, 1855. As a boy, he attended private and public schools until his fourteenth year, when he went to work for a wholesale hardware company. He was a quick-witted youth, easily taught and ambitious. Three months after he had started with the company he was made shipping clerk. Soon his selling instincts asserted themselves, for, when he was only sixteen years old, he was allowed to go out as a commercial traveler. He was said to be at that time the youngest drummer on the road.

Through the financial embarrassment of the hardware concern, during the panic of 1873-5, young Russe was forced to find another occupation. He concluded to learn the lumber business and went with Henry C. Long, of Indianapolis, one of the most famous hardwood men of the country. The remuneration—\$7 a week—was not his incentive; it was the fact that he was gaining a sound knowledge of the business which inspired him to faithful work. He mastered the details with satisfaction to himself and to his employer, for in less than a year he was sent to drum up the eastern trade, and a year later was given full charge of the selling department and of the yard and office as well.

For ten years Mr. Russe remained with Mr. Long, and at the end of that period he determined to go into business for himself with two old friends and associates, George D. Burgess and Henry Latham, under the firm name of Russe, Latham & Burgess. The business was established, with yards and offices at Indianapolis, November 1, 1888, since which time Mr. Russe's name has been familiar to the hardwood trade of the United States, of England and of the Continent. One year later a yard was opened at Cairo, Illinois, owing to the remarkable growth of the young concern. In 1891 Mr. Latham retired and a corporation styled Russe, Burgess & Banning was formed, and the double band mill of the Wolverine Lumber Company at Cairo was leased and operated until the mill was sold to the Chicago Mill & Lumber Company. Upon this sale Mr. Banning disposed of his stock in the corporation to his associates, and the firm of Russe & Burgess was organized and so continues.

Memphis was coming to the front rapidly in 1898 as a primary hardwood market after years of apparent decadence, so the firm opened a branch yard at that point. In December of the same year, the yard having proved so successful and Memphis having become a leading center for hardwood logs, the firm abandoned Cairo, making Memphis its headquarters. In the latter part of 1899 the firm bought a controlling interest

in the Hardwood Company, which had a fine band mill in the Memphis railroad lumber district.

In 1896 the firm became interested in the exportation of hardwoods, and Mr. Russe made the initial trip to Europe to arrange for this part of the business. The volume of foreign trade has grown to such proportions that a branch office is maintained at New Orleans for the handling of shipments through that port, and Mr. Russe alternates with his partner in making annual trips to the foreign markets.

Mr. Russe long has been active in association work and all that it means in the advancement of the lumber industry in all its branches. He was a charter member of the Cairo Lumbermen's Exchange, for several years being its secretary; of the Mississippi Valley Cottonwood Association, which gave the first upward impetus to the use of cottonwood, and of the National Hardwood Lumber Association, serving in the directory and also as its vice president. He took much interest in the formation of the National Lumber Exporters' Association, of which he was a charter member and a director and of whose important transportation committee he acted as chairman, later being elected its president. Mr. Russe has been active in the National Wholesale Lumber Dealers' Association, and was on its board of trustees. He became a member of the Memphis Lumbermen's Club early enough to make him a charter member, and he has filled the office of president of that organization. Though Mr. Russe and his partner have large and widely scattered business interests, time is always found, when occasion requires, to devote to association work.

Mr. Russe is a man of much experience and expert knowledge in hardwood timber, whether in the tree or in the log. He is thoroughly familiar with woods of such diverse characteristics as oak and poplar, ash and cottonwood, hickory and gum. While each presents its peculiar problems of sawing to fit particular uses, he has mastered the details of manufacture as well as of marketing the product to advantage, with all their questions of inspection, of markets and of customers. His

frequent trips abroad have made him familiar with the demands of the trade of foreign markets and he keeps in touch with all the ever changing conditions affecting the hardwood business.

Mr. Russe married Miss Clara B. Northway, of Indianapolis, Indiana. The couple has four children—two sons and two daughters. They are George C., Fred W., Lillian and Evelyn.

Mr. Russe is essentially social in his nature, notwithstanding which, individuality of ideas and methods is one of his marked characteristics. He has a fund of original ideas backed by sound judgment, which has done much toward pushing the firm to the high position it occupies today. His social characteristics have inspired largely the methods pursued by Russe & Burgess and have accounted for much of their success. He has accomplished many things simply by the strength of a winning personality. He is a boon companion, generous and sympathetic. In debate he is exceptionally quick, keen and fluent, and seldom does anyone get the better of him in an offhand exchange of wit at a convention. His support is sought and his antagonism dreaded, for he is a good though fair fighter and has that knack of winning adherence which enables him almost invariably to carry any argument in which he takes an active interest.





George D. Burgess

Few men measure in their life's activity whether their's proper, and even when a young man wishes to play, as does he say, his music, he is seldom able to adhere to this schedule. He shows his common sense, and good promise of ultimate success, when he manifests the ability to make the most of his opportunities, to make the best of opportunities offered, or to seek opportunities where there at least do not usually come. In this way most men come into their life work, and find satisfaction and reward in it. Illustrating these virtues is the history of George Dyer Burgess, of Memphis, Tennessee.

Mr. Burgess is not the type of man who trumpets his success or flaunts the banners of victory in the face of less fortunate men. An incident in the life of Mr. Burgess well illustrates the character of the man. He was asked by one of his friends what was his purpose when, as a boy, he sought employment. He did not hesitate an instant, but replied tersely, "To make money." And then, after a thoughtful moment, he finished the sentence, "Because I had to have it—inspired." His life's work has proved that he is one of the persons who go out into the world to seek money to give it on for the support of their associates, who commercially and in a business sense are, have been and always will be the back of American social life and commercial progress.

Genealogically, Mr. Burgess is of Maine and Vermont stock. The history of his family goes back to the arrival in this country in the Seventeenth Century of three Burgess brothers, two of whom settled in New England, the other one going to Virginia. Mr. Burgess' great-grandfather was born in Vermont; his father, Caleb Charles Burgess, was a native of Springfield, Vermont. His mother was Anna J. Higgins, a native of Lewistown, Maine.

GEORGE D. BURGESS



GEORGE D. BURGESS

George D. Burgess

Few men receive at their birth a chart of their life's course, and even when a young man seeks to plan, as best he may, his future, he is seldom able to adhere to the schedule. He shows his common sense, and gives promise of ultimate success, when he manifests the ability to adapt himself to circumstances, to make the best of opportunities offered, or to seek opportunities where those at hand do not satisfy him. In this way most men come into their life work and find satisfaction and reward in it. Illustrating these truisms is the history of George Dyer Burgess, of Memphis, Tennessee.

Mr. Burgess is not the type of man who trumpets his success or flaunts the banner of victory in the face of less fortunate men. An incident in the life of Mr. Burgess well illustrates the character of the man. He was asked by one of his friends what was his purpose when, as a boy, he sought employment. He did not hesitate an instant, but replied tersely, "To make money." And then, after a thoughtful moment, he finished the sentence, "Because I had to have it—to spend." His life's work has proved that he is one of the persons who go out into the world to make money to pass it on for the comfort of their associates; who commercially and in a business sense are, have been and always will be the heart of American social life and commercial greatness.

Genealogically, Mr. Burgess is of Maine and Vermont stock. The history of his family runs back to the arrival in this country in the Seventeenth Century of three Burgess brothers, two of whom settled in New England, the other one going to Virginia. Mr. Burgess' great-grandfather was born in Vermont; his father, Caleb Chapin Burgess, was a native of Springfield, Vermont. His mother was Annie J. Higgins, a native of Lewiston, Maine, before her marriage. Nearly all

of the male members of the Burgess family have been professional men up to the present generation. One member of the family was a bishop of the English church.

George Dyer Burgess was born November 12, 1862, in Indianapolis, Indiana. He was educated in the public schools of his native city and in the Indianapolis classical school. It had been the young man's ambition to follow his terms at the Indianapolis school by entrance into Yale University and, eventually, by graduation from that institution. Judge George Dyer Burgess, of Troy, Ohio, an uncle of the subject of this sketch, had been the main inspiration of this ambition, directing the young man in that line of work which ultimately would end in a professional career. The death of Mr. Burgess' uncle, in 1878, changed the whole course of events for the young man; he faced about and went to work to make money because he "had to have it—to spend."

Mr. Burgess picked out as his first employment a position as messenger boy for the Vandalia Railroad Company, under H. P. Wetzel. Ultimately, he became a bill clerk for that railroad and was the cashier of the local station of the Vandalia line at Indianapolis when he was eighteen years old. He did not like the prospect of counting money for some one else all his life, and a position with the retail lumber firm of Coburn & Jones paved the way for Mr. Burgess' advancement in 1884. The young man learned things in the yard and familiarized himself with shipping. At night he worked on the books of the Michigan Lumber & Coal Company, until at the end of two years he became manager of that concern. This was in 1886 and Mr. Burgess was twenty-four years old.

While in the employ of the railroad company Mr. Burgess had become acquainted with W. H. Russe, his present partner in business. The latter was with the sales department of H. C. Long, of Indianapolis. Beyond the mere friendship between the two men each cherished an ambition to prosper and their views of a business career were similar in character. They determined to go into business together and an arrange-

ment was made with a man who handled money for profit—Henry Latham, cashier of the Indianapolis National Bank—and a partnership was formed. The firm name was Russe, Latham & Burgess and an office and yard were opened on East Michigan Street November 1, 1888. The business began in the wholesaling of hardwoods.

Late in 1889 a branch yard was opened at Cairo, Illinois, and about a year later Mr. Latham withdrew from the firm and the corporation of Russe, Burgess & Banning was organized and the double band mill of the Wolverine Lumber Company, at Cairo, was leased and operated. Later, the mill was sold to the Chicago Mill & Lumber Company. Mr. Banning sold his stock in the corporation to his associates when a sale of the mill property was effected, and the remaining partners formed the firm of Russe & Burgess, which exists today. The firm was a pioneer in the purchase of mill cuts and in direct shipment of stock from the mills to customers in various parts of the country, as opposed to the gathering of stock in a wholesale yard and distributing it solely from one point. The first cut which this concern bought was that of William Shoemaker, at Arlington, Kentucky, twenty-five miles south of Cairo, on the Illinois Central road. It was there that Russe & Burgess did their first piling for direct shipment.

With the growth of Memphis as a hardwood center the firm, in 1898, opened a branch office in that city. The business grew beyond the expectations of the partners and in 1899 they bought control of the business of the Hardwood Company, of Memphis. This purchase carried with it a fine band sawmill of 40,000 feet capacity. The mill opened up a new avenue of trade for the concern and inaugurated greater prosperity.

Several years before this, in 1896, Russe & Burgess had gone about systematically to build up an export trade in England and on the Continent. Mr. Russe made the first trip abroad and then, in 1897, Mr. Burgess spent three months in Europe, covering England, Ireland, Scotland, Belgium, Ger-

many and Holland. In 1899 Mr. Burgess spent six months abroad, covering in addition the Scandinavian countries. This export trade is the main feature of the business of the firm and a branch office is conducted at New Orleans to care for the shipments sent abroad from that port.

Mr. Burgess is a consistent and enthusiastic advocate of organization in the lumber industry and is seconded in his interest by his partner. He has been indefatigable in his efforts to promote the purposes of the organizations with which he has been connected. He has served as a director of the National Wholesale Lumber Dealers' Association. He was the first president of the Cairo Lumbermen's Exchange and was secretary of the Mississippi Valley Cottonwood Association.

Mr. Burgess married Miss Lillie George Early, daughter of Mr. and Mrs. John D. Early, of Baltimore, Maryland, January 20, 1892.







JOHN J. MCGINNITY

John J. McGinnity

It would be interesting to know, were it possible, how many men, in any line, become successful by a species of chance—how many of them Fate, seemingly, forced from the path which they had determined to travel and compelled them to engage in work in which they never had expected to take a hand. The paradoxes of life are so many, its limitations so marked, its subjection to an over-ruling power so fixed, that it seems impossible to decide to what extent man is a free-will being. Fate seems to have been the compelling power which forced John Joseph McGinnity, of Denver, Colorado, into the lumber industry.

At one time Mr. McGinnity was thought to be practically a dead man. Eleven physicians passed on his case and not one of them gave him longer than sixty or ninety days to live. This was in the spring of 1871, when he was twenty years old. For three years he had been a student at Notre Dame University, where he was preparing for a professional career. He had reached this stage of his life by a route that had little of the unusual in it. He was born near Mineral Point, Wisconsin, July 9, 1851. His father was Owen McGinnity and his mother Alice McGinnity. He attended the public schools of Mineral Point and Madison until he was fourteen years old. Then he was placed in a preparatory school in Milwaukee for a year and afterward took a commercial course in Chicago, following which he clerked in the general store of Bower & Clarkin, in Darlington, Wisconsin, for two years. From the Darlington store he entered the famous Indiana university, but, being obliged to leave its halls, shook hands with his friends, bade them good-by and went west, his physicians said, to die, arriving in Denver August 13, 1871.

Instead of being in his grave, as the medical wiseacres pre-

dicted he would be, or pursuing a professional course, as would have suited his taste, he is, by scope of operations, brilliancy of business attainments and by common consent, the lumber king of Colorado.

In less than a year from the time young McGinnity began to breathe the Colorado air he had become well and was able to work. In the spring of 1873 he entered the employ of C. D. McPhee, at that time the largest building contractor in Denver, and worked as bookkeeper and general office man until January 1, 1879, when he became a member of the firm. About the time he engaged with Mr. McPhee the latter began the lumber business in a very primitive way, buying lumber from Mexicans who hauled it forty or fifty miles by wagon, the date being before railroads were extended from Denver to the mountains. At this time Denver had 8,000 inhabitants and twenty-two lumber yards, a number afterward increased to twenty-five. Of the twenty-two yards in Denver when McPhee & McGinnity started in business not one remains.

Perhaps no one outside the inner circle knows the extent of the business enterprises of the McPhee & McGinnity Company. It is known, however, to be the largest manufacturing and wholesale lumber concern in the Centennial State, being largely interested in sawmills, railroads and millions of feet of timber; the most extensive handler of lumber at retail in Denver, its yards covering sixteen acres and its factory employing 165 workmen; one of the heaviest dealers in general building material in the entire country, handling everything in this line but brick and stone; proprietor of paint works, the distribution of whose product requires the services of several traveling salesmen; and buildings are pointed out in the city which are owned individually or collectively by the members of the company.

In the disposition of the output of the paint factory is seen the thoroughness of Mr. McGinnity's methods. In consideration of the fact that nearly every retail lumber dealer in Colorado carries paint in stock, it would naturally be thought that

the salesmen who dispense the lumber of the house could also sell its paints; but this is not permitted, the idea being entertained that the salesman who handles either lumber or paint is doing well if he keeps properly posted on the article he sells. Specialty is the idea, and it has not been an unusual thing for two salesmen from this house to visit an out of the way town together, one selling lumber and the other paint.

The company never has indulged in a line of yards, concentration being one of its business principles. Its only yard is at Denver, with the single exception of one that, under the management of a long-time employee, J. H. Bardwell, is operated in Pueblo in connection with a wholesale and retail paint and hardware establishment. The Pueblo branch does a retail lumber business exclusively, but a jobbing trade in the other lines of goods is handled.

An analysis of Mr. McGinnity's character shows remarkable self-possession, a poise that never is disturbed. In judgment Mr. McGinnity is quick and accurate, weighing conditions on the spur of the moment and doing it with such precision that it rarely is necessary to do it again. He is preëminently a man of detail and at all times attends to his business instead of talking about it. Modesty is one of his chief characteristics, and it is doubtful if he ever has been heard to talk about himself for a single minute. Mr. McGinnity, in his opinion, is a part of the great machine of the McPhee & McGinnity Company that should do its work faithfully without ascribing to itself vain glory. Evidently to him it is not at all remarkable that the McPhee & McGinnity Company is the greatest concern of its kind in the State. The foundation was laid to that end and the structure patiently and carefully reared. Mr. McGinnity drifted into his business, but once having been deposited there no one would claim that his success has been other than that which comes as a result of well-directed effort.

The Denver lumberman is an accomplished and polished gentleman—a man who has the erudition of the scholar as well as the wisdom of the world—and no matter in what circle such

a man may move his influence is educational. One regret of his is that in early manhood not more of his time was spent in Notre Dame. This may be a source of regret on the part of Mr. McGinnity, but most of those who come in contact with him, instead of regretting the fact, rejoice over it.

For literature, as such, Mr. McGinnity has little love, but turns his attention to the more practical thoughts expressed in the trade journals. He is a lover of music, and a mingler with men, though in a quiet way. He is unmarried and for many years has made his home at one of the principal hotels. He is a firm believer in the future greatness of Colorado and that its mineral wealth will some day astonish the world.

Besides being president of the McPhee & McGinnity Company, of Denver, he is president of the McPhee & McGinnity Lumber Company, of Pueblo, Colorado; president of the Rio Grande & Pagosa Springs Railroad Company; president of the Burns-Biggs Lumber Company, of Elvado, New Mexico; secretary of the New Mexico Lumber Company, of Lumberton, New Mexico; vice president of the Chicago Lumber & Timber Company, of Denver, and president of the Sayre-Newton Lumber Company, of Denver.

He is a member of the Denver Club, the Denver Country Club, the Athletic Club and the Montclair Casino Club.

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